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Abstract

This master thesis looks at the possibilities of service design and its methods to support human-centred service development in a public elderly service centre. The topic is investigated through a literature review and a contextual study, which was conducted in one of the City of Helsinki elderly service centres. Characteristics of the public sector and the elderly are discussed in order to find the most suitable means for embedding design and human-centeredness into the service centre organisation.

The public sector is facing new evermore complex challenges in modern society. Economical fluctuations, accelerated growth of population and fast development of technology all pose their own challenges to the offering of public services. Not only has the demand for public services increased excessively, but the users are also becoming more concerned with the quality of the services they are offered with. The traditional approaches, focusing on efficiency and measurement of monetary benefits, are no longer considered to be effective enough. Human-centeredness and cross-organisational collaboration, on the other hand, are seen as possible solutions for solving these complex societal and economical issues. However, the approaches in question require changes in the operational culture of public organisations and their current manner of developing services.

The literature review gives a brief introduction to service design and human-centred design while discussing their current role in the public sector. Strategies for embedding such approaches to the organisational culture are mapped out in order to find sustainable ways of dealing with the modern day challenges. The contextual study focuses on mapping the process of becoming a customer to the service centre as a way to gain understanding of the development context and the lives of the elderly. The research includes interviews with the customers and employees as well as observation at the service centre.

Based on the findings from both literature and practice, a service development roadmap is created for the elderly service centre. The roadmap provides direction for embedding the human-centred approach into the public sector context and the centre's current ways of developing services. The thesis concludes by stating that in order to design successful services both the customers and the organisation need to be understood. However, introducing service design and its methods to an organisation also requires changes in its culture. Developing a framework of open small-scale experimentation and cross-organisational collaboration is suggested as a solution to support the change of culture and to help develop service innovation. Lastly, limitations of the work as well as directions for further research are discussed.

Keywords human-centred design, service design, public sector, elderly services

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Tämä opinnäyte tarkastelee palvelumuotoilun mahdollisuuksia ihmiskeskeisen palvelukehityksen tukemisessa keskittyen erityisesti kunnalliseen ikäihmisten palvelukeskukseen. Aiheeseen syvennyttään kirjallisuuskatsauksen ja empiirisen tutkimuksen kautta, joka toteutettiin eräässä Helsingin kaupungin palvelukeskuksessa. Opinnäytetyössä ehdotetaan keinoja, joilla palvelumuotoilun ihmiskeskeiset työtavat voitaisiin ottaa osaksi organisaation toimintakulttuuria huomioiden sekä organisaation erityispiirteet että ikääntyneiden eli asiakkaiden näkökulmaa.

Julkinen sektori kohtaa nyky-yhteiskunnassa entistä laaja-alaisempia haasteita. Taloudellinen epävakaus, kiihtyvä väestönkasvu sekä teknologian nopea kehittyminen luovat kaikki omat haasteensa julkisten palveluiden tarjonnalle. Palveluiden kysyntä on lisääntynyt voimakkaasti ja asiakkaat ovat myös entistä valveutuneempia niiden laadun suhteen. Perinteiset lähestymistavat, jotka ovat keskittyneet tehokkuuteen ja taloudellisten hyötyjen mittaamiseen, eivät ole enää tarpeeksi toimivia. Ihmiskeskeisyys ja organisaatorajat ylittävä yhteistyö nähdään niiden sijaan mahdollisina ratkaisuinäihin monimutkaisiin yhteiskunnallisiin ja taloudellisiin haasteisiin. Kyseisen kaltaisten lähestymistapojen omaksuminen vaatii kuitenkin muutoksia julkisten organisaatioiden kulttuurissa sekä niiden nykyisessä tavassa kehittää palveluita.

Opinnäytetyön tavoitteena on lisätä ymmärrystä ihmiskeskeisestä palvelukehittämisestä julkisessa organisaatiossa. Kirjallisuuskatsaus esittelee lyhyesti palvelumuotoilua ja ihmiskeskeistä suunnittelua tarkastellen samalla niiden roolia julkisella sektorilla. Jotta nykyajan haasteisiin voitaisiin vastata kestäväällä tavalla, tutkimuksessa kartoitetaan myös kuinka kyseisen kaltaiset lähestymistavat voitaisiin ottaa osaksi organisaation kulttuuria. Opinnäytteen empiirinen osio keskittyy asiakkaaksi tuleminen prosessin kartoittamiseen keinona muodostaa ymmärrys palvelukeskuksen kehitysympäristöstä sekä ikääntyneiden kokemuksista. Tutkimus toteutettiin työntekijä- ja asiakashaastatteluiden sekä palvelukeskuksen toiminnan havainnoinnin kautta.

Kirjallisuuden ja käytännön löydösten perusteella palvelukeskukselle on luotu palvelukehitysuunnitelma. Suunnitelma antaa suuntaa sille kuinka ihmiskeskeinen lähestymistapa voitaisiin ottaa osaksi julkisen sektorin viitekehystä ja keskuksen tämänhetkistä tapaan kehittää palveluita. Opinnäytetyön yhteenveto toteaa, että onnistuneiden palveluiden suunnittelu vaatii sekä asiakkaiden että organisaation ymmärrystä. Muotoilun ja sen toimintatapojen tuominen osaksi organisaatiota vaatii kuitenkin myös muutoksia sen kulttuurissa. Avointa ja pienimuotoista kokeilua sekä organisaatorajat ylittävää yhteistyötä tukevan toimintakehyksen luomista ehdotetaan ratkaisuksi palveluinnovaatioiden ja organisaatiokulttuurin muutoksen saavuttamiseksi. Lopuksi opinnäytetyössä käydään läpi tutkimuksen rajoitteita sekä nostetaan esille mahdollisia jatkotutkimuskohteita.

Avainsanat Ihmiskeskeinen suunnittelu, palvelumuotoilu, julkinen sektori, ikääntyneiden palvelut



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SERVICES FOR THE ELDERLY

Introducing human-centred service
development to a public service centre

Master of Arts Thesis

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ABSTRACT

This master thesis looks at the possibilities of service design and its methods to support human-centred service development in a public elderly service centre. The topic is investigated through a literature review and a contextual study, which was conducted in one of the City of Helsinki elderly service centres. Characteristics of the public sector and the elderly are discussed in order to find the most suitable means for embedding design and human-centeredness into the service centre organisation.

The public sector is facing new evermore complex challenges in modern society. Economical fluctuations, accelerated growth of population and fast development of technology all pose their own challenges to the offering of public services. Not only has the demand for public services increased excessively, but the users are also becoming more concerned with the quality of the services they are offered with. The traditional approaches, focusing on efficiency and measurement of monetary benefits, are no longer considered to be effective enough. Human-centeredness and cross-organisational collaboration, on the other hand, are seen as possible solutions for solving these complex societal and economical issues. However, the approaches in question require changes in the operational culture of public organisations and their current manner of developing services.

The literature review gives a brief introduction to service design and human-centred design while discussing their current role in the public sector. Strategies for embedding such approaches to the organisational culture are mapped out in order to find sustainable ways of dealing with the modern day challenges. The contextual study focuses on mapping

the process of becoming a customer to the service centre as a way to gain understanding of the development context and the lives of the elderly. The research includes interviews with the customers and employees as well as observation at the service centre.

Based on the findings from both literature and practice, a service development roadmap is created for the elderly service centre. The roadmap provides direction for embedding the human-centred approach into the public sector context and the centre's current ways of developing services. The thesis concludes by stating that in order to design successful services both the customers and the organisation need to be understood. However, introducing service design and its methods to an organisation also requires changes in its culture. Developing a framework of open small-scale experimentation and cross-organisational collaboration is suggested as a solution to support the change of culture and to help develop service innovation. Lastly, limitations of the work as well as directions for further research are discussed.

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01

INTRODUCTION

The first chapter gives an introduction to the thesis topic and its context. It sheds light on the factors that have led the public sector to take initiative in finding new ways of providing and developing services. The case project and partner are presented along with the research collaboration background this thesis is founded on. This chapter also opens up the objectives and methods of the research as well as defines the scope of the thesis. In addition, the thesis process is introduced in a concise manner. The chapter concludes by giving an outline to the structure of this thesis, aiding the reader to navigate through the research and its findings.

1.1

NEW CHALLENGES IN THE PUBLIC SECTOR

The public sector is facing new ever more complex challenges in modern society (Boyle & Harris, 2009; Hyvärinen et al, 2015). Economical fluctuations, accelerated growth of population and fast development of technology all pose their own challenges to the offering of public services. Not only has the demand for public services increased excessively, but the customers are also becoming more concerned with the quality of the services they are offered with (Cottam & Leadbeater, 2004). The private sector has seized the opportunity by providing alternative services to the customers. However, it is the responsibility of any welfare state to secure the core services that ensure the wellbeing of its citizens.

Ageing of population, increase in chronic illnesses, and growing amount of social alienation are some of the challenges concerning also public elderly care (Helsingin kaupungin sosiaali- ja terveystoimi, 2015; Nenonen & Verma, 2015). The expanding demand of elderly services combined with overstretched resources have put the public social services and health care organisations under remarkable strain. The traditional approaches, focusing on efficiency and measurement of monetary benefits, are no longer seen suitable enough for solving the complex societal and economical issues (Bradwell & Marr, 2008). The public services must respond to the real needs and wants of the customers in order to tackle the underlying reasons of these problems. The currently utilised one-size-fits-all model disregards the individuality of customers and makes them passive receivers of the

services. By involving the citizens, a better understanding of their actual needs and wishes can be formed. Collaboration between the customers, employees and other stakeholders in public service development has resulted in services that are not only fitting their purpose better, but are more effective and cost-efficient (Boyle & Harris, 2009).

The human-centred approach aims to put the human and its needs to the center of service development. This study introduces service design and its collaborative methods as a means to support human-centred service development in a public elderly service centre. In the recent years service design has become a prominent part of the design practice and it has also been applied in myriad of cases in the public sector (See e.g. Jyrämä & Mattelmäki, 2015). Currently, however, the level of knowledge of its purpose and methods still vary significantly across organisations, departments, and individuals. The internal capacity to manage or conduct human-centred service development is unevenly distributed throughout the organisational structure and might differ even within one unit.

In order to develop services in a human-centred and sustainable manner, the approach must be embedded into the organisation's culture (Junginger, 2008; Junginger & Sangiorgi, 2009). An ongoing small-scale experimentation supports the learning of service design know-how on an individual level, while transforming successes slowly into organisational practices. Ultimately they will affect the organisation's fundamental assumptions and change the prevailing culture. There is a risk that the experimentations are conducted as standalone projects at the outskirts of an organisation and the new operating models are not adopted to the everyday practices (Deserti & Rizzo, 2014). In addition, if the experimentations are conducted by external professionals without the participation of the organisation's

own staff, the internal capacity is never accumulated (Vaajakallio et al, 2013). Furthermore, human-centredness or service design are by no means the only, omnipotent solution to challenges the public sector is facing. They have nevertheless provided promising results when applied to the service development processes of public organisations (House of Commons, 2008). This thesis will therefore shed light also on how to incorporate human-centred service development in the organisational culture.

1.2

THE HOSPITAL, REHABILITATION AND CARE SERVICES DIVISION

The partner of this thesis is the Hospital, Rehabilitation and Care Services division of the City of Helsinki Social Services and Health Care Department. The City of Helsinki organisation is divided into 30 departments, with the Social Services and Health Care Department being responsible for wellbeing, health, and social security of the residents of Helsinki. The Social Services and Health Care Department's operations are supervised and controlled by the Social Services and Health Care Committee and led by the Acting Head of Department. (City of Helsinki, 2016a; City of Helsinki, 2016b).

The department is divided in the following six divisions: The Family and Social Services division, The Hospital, Rehabilitation and Care Services division, the Health and Substance Abuse Services division, and the Administrative Divisions. Each division has their own director

and purpose of operation. The objectives and responsibilities of the Hospital, Rehabilitation and Care Services division are defined in the following way:

“The Hospital, Rehabilitation and Care Services division manages home care, social and local work with the elderly, support for informal care, service centre operations, day activities and short-term care of the elderly, as well as assisted housing services with 24-hour assistance and the institutional care of the elderly and people with multiple illnesses.

The division also manages short-term, rehabilitative hospital treatment, outpatient clinic services for physiatry, geriatrics, neurology and rehabilitation, as well as physio, functional and speech therapy services and the rehabilitation of veterans.”
(City of Helsinki, 2016b).

The division is further divided into four service areas: the Southern, Eastern, Western, and the Northern Service Area. Social and contact work, homecare as well as the service and recreation centres are individually managed by their respective areas. However some cross-areal coordination and collaboration is done for instance through the Service Centre Development Program (Helsingin kaupungin sosiaali- ja terveystoimi, 2015).

1.3

PUBLIC SERVICE CENTRES

In this thesis the term elderly service centre is used to refer to the City of Helsinki Social Services and Health Care Department's public service centres. The service centres are intended for both retired and unemployed people (Helsingin kaupungin sosiaali- ja terveystoimi, 2015). In respect of this thesis, however, the focus solely lies on the elderly perspective.

The initial purpose of the case project was to study the process of becoming a customer to the comprehensive service centres. The target of the comprehensive service centres is to provide local services to the elderly across the Helsinki area. The functions of a comprehensive service centre include service centre activities, social and local work for the elderly, informal care activity centre operations, day activities, short-term, part-time and around-the-clock care, assessment and rehabilitation activities, and long-term around-the-clock assisted sheltered housing or institutional care (Helsingin kaupungin sosiaali- ja terveystoimi, n.d.).

Yet, the service centre that was eventually assigned to be the target of the case study was a recreational service centre. The non-comprehensive service centres do not include overnight facilities. Customers can participate to diverse activities during the daytime or visit the centre's canteen or cafeteria for instance. The City of Helsinki website describes the activities as follows:

“Service-centre operations include recreational and leisure activities such as manual skills, study circles and other group activities, physical exercise, programmed activities, excursions, spiritual activities, peer-group activities, volunteering, and social and health counselling.” (City of Helsinki, 2016b).

One service centre can host up to 1300 customers per day which indicates the popularity of their services. Service centres can be seen as the living rooms of the Helsinki area pensioners. People come there to meet friends, have celebrations, do leisure activities, enjoy diverse culture or just to spend their time. (Helsingin kaupungin sosiaali- ja terveystoimi, 2015).

Fig. 1 & 2 *Life at the Service Centres*



1.4

PROJECT BACKGROUND

This thesis is based on a project done for one of the City of Helsinki service centres that operate under the Hospital, Rehabilitation and Care Services division. The project is a continuation for a long-term collaboration and strategic partnership between Aalto University and the City of Helsinki. Over the years the collaboration has included several student projects as well as multiple wide-ranging project entities. The collaboration started with the Palvelupolku (Service Journey) project in 2009, and was followed by the Palvelupolku 2 project which ended in 2012. The collaboration then continued with the Lauttasaaren asiakaskeinen verkko (Lauttasaari Customer-oriented Network) project, which focused on customer-oriented working processes, customer-driven organisation of services, and development of the organisation from a service network perspective. (Jyrämä & Mattelmäki, 2015).

These projects investigated how different design-driven methods could be applied to the development of public services. The approaches included human-centred design and co-design, aiming to develop services from the customer's point of view but also to engage different stakeholders to the design process. Common for all the projects was the focus on service networks and the collaboration between the public, private and third sector. (Jyrämä & Mattelmäki, 2015).

The strategy of the Social Services and Health Care Department for the years 2014-2016 defines that the target state of the department is to be the leading actor and reformer of the social services and health care field in Finland (Helsingin kaupungin sosiaali- ja terveystoimi, 2014).

The Service Centre Operation's Development Program for the years 2014-2016 mentions customer participation and cross-organisational collaboration as some of the key areas to be improved in the upcoming years. Service design and its methods are identified as a potential tool to support service development (Helsingin kaupungin sosiaali- ja terveystieteiden tutkimuskeskus, 2015).

This background served as a starting point for this thesis. The initial brief of the case project was related to the need of depicting customer processes within the elderly service centres. More specifically, the study was assigned to the process of becoming a customer to the city's service centres and to identify the possible problem areas in the customer's service journey. The research would need to pay extra attention to specific customer groups such as persons with memory disorders.

Further familiarisation with the topic confirmed this assumption. A clear need and aspiration existed in the service centre to incorporate the human-centred approach more deeply to its operating models. The case project served as a way to gain understanding of the development context and the lives of the elderly. The more strategic goal of the thesis however, is to interpret this knowledge into guidelines on how to conduct human-centred design in the service centre and how to integrate the approach to the organisational culture.

1.5

OBJECTIVES AND RESEARCH QUESTIONS

The main objective of this thesis is to increase the knowledge and understanding of the human-centred design approach within the case service centre. The thesis aims to give practical direction on how to do human-centred service development in the service centre context with the tools and mindset familiar from service design. The secondary purpose of the study is to map out strategies for embedding the human-centred approach into the organisational culture in order to create a sustainable way of overcoming modern day challenges in the public sector.

The main research question of this thesis therefore is:

How can service design and its methods support human-centred service development in a public elderly service centre?

The main research question is supported by the question:

How can the human-centred approach be adopted to the organisational culture?

1.6

RESEARCH PROCESS AND METHODS

The study began in October 2015, spanning over seven months of research and design work to be concluded in April 2016. The initial brief was formed and addressed in the latter part of October, followed by a one month long research permission application process. This provided time to familiarise with the public social and health care services provided by the City of Helsinki, as well as to read through literature and assuming a perspective for the following research. On the other hand this resulted in a shorter research period of one month to conduct research at site.

The time restrictions and the new, more compact form of the master thesis set tight limits to what could be done within the scope of the study. Nevertheless planning, preparation and conducting of the semi-structured interviews with two of the employees, service journey mapping interviews with the customers, and observations at the service centre were finished within the given time.

The semi-structured interviews with the employees and the observations were suitable methods to gather knowledge about the operational context of the service centre. A set of illustrated cards was created to work as a supporting tool for the journey mapping interviews with actual customers. The cards support the interviewer and the interviewee to form the customer's service journey in a chronological order as well as to provoke discussion. The purpose of the interviews was to form an understanding of the customer's process of becoming

a customer to the service centre and to map the experiences the customers had during the journey and towards the elderly centre and its services. The interviews were also an opportunity to gain impressions of the lives and characteristics of the elderly.

The research data was then analysed and communicated using multiple methods such as affinity mapping, customer journey mapping and customer profiles. The findings in their entirety were presented to the project partners in a mid-project meeting. The thesis, however, covers only the parts relevant to the strategic goal of this research. Based on the findings from both literature and the contextual study, a service development roadmap is created for the elderly service centre. The thesis also suggest strategies for embedding the human-centred way of doing service development into the organisational culture.

1.7

STRUCTURE OF THE THESIS

This thesis is divided into seven chapters that discuss the role and possibilities of human-centred design in the public sector. More specifically, they focus on introducing human-centred design to a public elderly service centre.

The first chapter opens up the background of the thesis shedding light on the factors that have lead the public sector to search for alternative solutions to the modern day problems it is facing. It presents the project partner and defines the objectives of the thesis while briefly discussing the research process and the methods used in it. The first

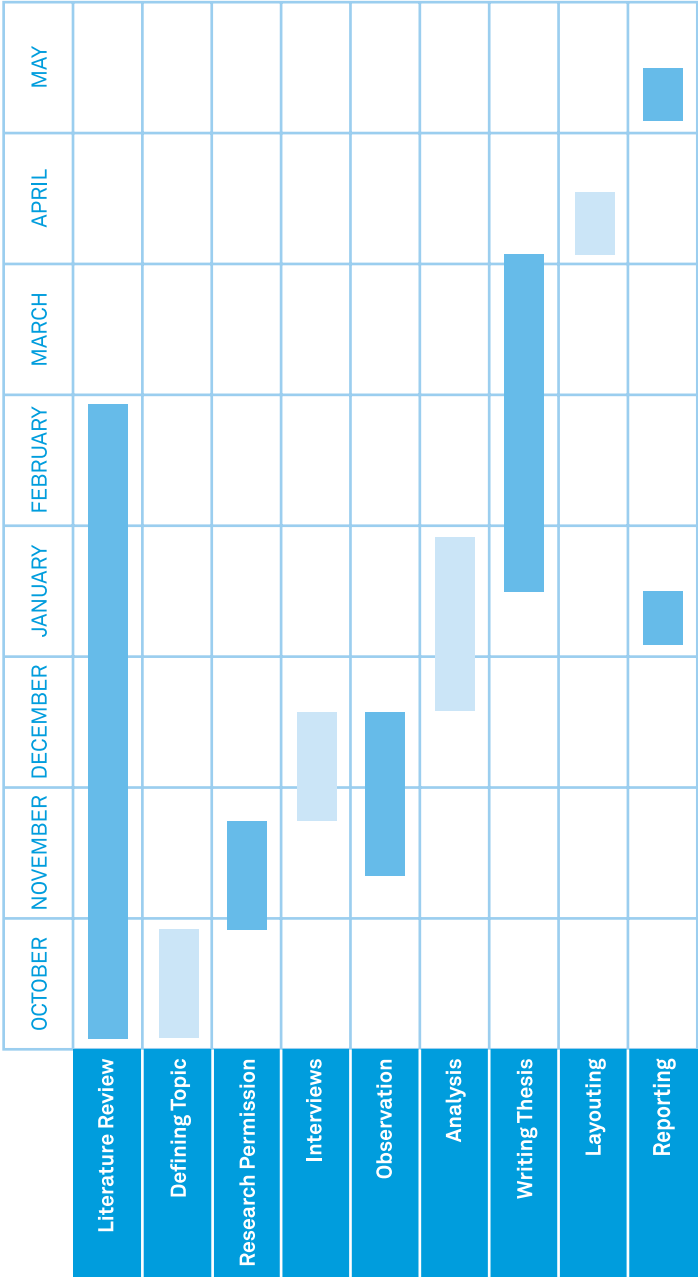


Fig. 3 Research Schedule

chapter introduces the reader to the topic and sets the tone for the rest of the work.

Chapters two and three together form the theoretical background of this thesis. The concepts of service design and human-centred design are presented through literature review in chapter two. The aim is to highlight how important it is to understand the customer's needs and desires but also the organisation itself when developing services. The last part of the chapter investigates the possibilities of these approaches to support the public sector with its current and upcoming challenges. The third chapter focuses on the use of design in the public sector. It discusses the barriers and enablers that affect the introduction of design and human-centredness to these organisations. The conclusion being that new services and new ways of developing services require changes in the fostering organisation's operational culture. Therefore different approaches for managing and enabling change are also presented in chapter three.

The fourth chapter documents an empirical case study conducted for one of the City of Helsinki service centres. The research methods used to collect, analyse and communicate the data are described in detail. The findings are presented from those parts that are relevant for the research scope of this thesis. Topics emerging from the data were related to the service development activities of the service centre, its challenges and the service networks the centre has. The last subchapter sheds more light on the lives of the elderly and their way of experiencing the world.

The next two chapters focus on the outcomes of this thesis. Chapter five presents a service development roadmap particularly designed for the case service centre. The roadmap is formed based on the

findings from both literature and practice. It aims to provide guiding to the service centre on how they could develop services in a more human-centred way using service design tools and methods. Chapter six summarises the findings and proposes a model for managing and cultivating human-centred capacity in the service centre and its enclosing department.

Lastly, chapter seven concludes the thesis by discussing the practical and theoretical contributions. It brings up the limitations as well as the possibilities of its outcomes. Final notes on the findings are done in relation to the service centre and own experiences as a designer. A reflection on the process bringing forth improvement possibilities as well as things working methods and practices. Finally, the chapter presents direction for future work to be done both in practice and theoretical research.



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02 UNDERSTANDING THE HUMAN

This is the first one of the two literature review chapters of this thesis. Chapter three focuses on designing in the public sector and its specific challenges, while this part discusses the field of service design and its human-centred nature in more detail. It introduces some common definitions of service design and explains the thematics of design for services. The concept of human-centred design is explained in the context of this thesis along with other terminological clarifications. The chapter concludes by presenting some of the criticism these approaches have received, underlining both challenges and possibilities of service design.

2.1

SERVICE DESIGN

Service design was first introduced to design research and education in the early 1990's at the University of Applied Sciences in Cologne, Germany (Mager, 2009). This young field has inherited concepts and methods from many other disciplines such as service marketing and ethnography (Stickdorn & Schneider, 2010; Koivisto, 2011). It is arguably the reason for a lacking universal definition of the term. A vast terminology and broad use of different definitions makes the term service design difficult to grasp. However, some commonalities can be identified across the descriptions.

Stickdorn (2010a, p. 34–44) defines the five basic principles of service design thinking as: 1) user-centred, 2) co-creative, 3) sequencing, 4) evidencing, and 5) holistic. With service design thinking he refers to the way of thinking that is required to design services. So instead of defining what service design is, he is actually describing how it is done.

Being user-, customer- or human-centred is often been described as the most fundamental quality of service design. On the contrary to traditional marketing approaches that emphasise quantitative methods and large sample size, service design puts the user and his or her personal experience to the centre of the process. The aim is to reach the needs and desires that are not always as explicit – underlying dreams and wishes. Co-creative refers to the fact that not only users should be involved in the process but all relevant stakeholders of the project. Ideas are cultivated and evaluated in collaboration with different disciplines and stakeholder groups in a non-hierarchical manner. Sequencing refers to the temporal order of services. All services can be

described as chronological customer journey maps and segmented in singular service moments and touchpoints (see [Chapter 4.4.5 for more information](#)). The visualisations represent sequences of interrelated actions that help to organise and manage the customer service journey. The fourth principle, evidencing, refers to physical artefacts that according to Stickdorn (2010a) are essential for making an intangible service more concrete to users. A good service experience is supported by tangible artefacts that require as much designing and thought as the intangible process flows and interactions. Finally, holistic, is also one of the most common qualities service design is associated with. It is important to understand the wider context in which the service process takes place. In order to deliver great customer experiences, not only individual touchpoints or interactions need to be designed but the entire environment throughout the journey should be taken into consideration. (Stickdorn, 2010a).

Moritz (2005) defines service design from a slightly different point of view. He summarises the perspective by stating:

“Service Design helps to innovate (create new) or improve (existing) services to make them more useful, usable, desirable for the clients and efficient as well as effective for organisations. It is a new holistic, multi-disciplinary, integrative field.” (Moritz, 2005, p. 6)

Miettinen et al. (2011) add the notion that service design is iterative and visual in its nature. One of the most essential aspects, however, is to gain empathetic understanding of the customer and their needs.

Services are complex systems of interrelated touchpoints, artefacts, interactions and actors. In addition, every customer uses the service in their individual way making each service experience unique. This

has lead to the realisation that not everything can be controlled when designing or delivering services, the end result stays to some extent unpredictable. Hence, recent literature has adopted the term design for service instead of service design (Meroni & Sangiorgi, 2011). According to Manzini (2011), what should be designed is not the end result itself but an action platform, meaning a system that makes a multitude of interactions possible. In other words, the service serves as a dynamically living platform of the user's interactions. In design for services users are seen as resources, as co-producers of value along with the service providers (Kimbell, 2011). Accordingly, designers can only be facilitators or evokers of certain behaviour by building a holistic understanding of the service system and its context and applying that knowledge to the design of the platform.

As mentioned above, service design has adopted methods from multiple disciplines as well as developed its own ones. Nowadays it is difficult to differentiate between the tools of service design and design methods in general. Also the methods and approaches used in organisational development start to resemble the ones used in the design field and vice versa. The range of tools and methods for different phases of the design process is vast. There are methods for gathering insight and methods for ideation, for evaluation, concepting, prototyping and testing. Some of the tools are visual, some collaborative in their nature. Some of them can be used at multiple different phases along the process whereas some of them are meant for a specific stage. There are several quality publications and websites presenting and explaining a range of methods so there is no need to further explain them here (see e.g. Stickdorn & Schneider, 2010; Miettinen, 2011; www.designkit.org/methods; www.servicedesigntools.org).

2.2 HUMAN-CENTRED DESIGN

User or human-centredness was introduced in the previous chapter as one of the most fundamental qualities of service design. Some authors argue that it is actually an inseparable part of it, the foundation of service design (Segelström, 2013; Meroni & Sangiorgi, 2011). Hence, the term needs clarification in the context of this thesis. It has been the guiding thought throughout this research and is given considerable weight in [the results section \(Chapters 5 & 6\)](#).

Steen describes human-centred design as an activity:

“where diverse experts, such as designers and researchers, cooperate with potential users – who are ‘experts of their experiences’ – to bring users’ ideas and knowledge into the innovation process and to jointly articulate problems and develop solutions.” (Steen, 2010, p. 72)

With the term he actually refers to a range of approaches that share several design principles. Those principles were derived from the ISO 9241-210 standard depicting human-centred design for interactive systems. The original reference by Steen (2011) was set as the standard from the year 1999 (International Organization for Standardization, 1999), but Lee (2012, p. 15) extends it also to the updated version from the year 2010 (International Organisation for Standardization, 2010): 1) the design is based upon an explicit understanding of users, tasks, and environments; 2) users are involved throughout the

design and development phases; 3) the design is driven and refined by user-centered evaluation; 4) the process is iterative; 5) the design addresses the whole user experience; and 6) the design team includes multidisciplinary skills and perspectives. According to Steen (2012) the approaches following these six principles include participatory design, the lead user approach, co-design, ethnography, contextual design and empathic design – all of which can be used to do service design.

The two terms human-centred design (HCD) and user-centred design (UCD) are often used in an overlapping manner, and can be used in many cases synonymously (Lee, 2012). Steen (2011) underlines the distinction, arguing that human-centred design suggest a concern for people, whereas user-centred design suggest a concern only for people in their roles as users. Lee (2012) sees the former being more inclusive than the latter, whose narrow focus according to her is based on traditional usability approaches. Redström (2005) highlights the risk of focusing too much on the user as it might lead to the users becoming subject of design, transforming user-centred design into ‘user design’.

In his research, Segelström (2013) discovered that for design practitioners being user-centred did not mean that the focus would be only on the end-user or the customer of a service. They stressed the importance of understanding also the client and its organisation in order to create impactful design solutions. A later notion to the ISO 9241-210 standard (International Organization for Standardization, 2010) also stresses the same issue:



Fig. 4
*Life at the
Service Centres*

“The term ‘human-centred design’ is used rather than ‘user-centred design’ in order to emphasize that this part of ISO 9241 also addresses impacts on a number of stakeholders, not just those typically considered as users. However, in practice, these terms are often used synonymously.” (ISO, 2010)

In this study the term human-centred design is used as a linguistic choice to highlight that the focus is not only on the user of the service but also on other relevant stakeholders.

Another terminological choice in this thesis has been made between the user and the customer. Service design literature generally uses the term user as it emphasises the role of the user as an active participant in the service provision instead of a passive receiver of it (Miettinen et al, 2011). Nonetheless, as a designer it is important to relate to the client’s context and speak the same language. The elderly service centre personnel use consistently the term customer which makes it a natural choice of word to be used in this study. In the subsequent parts of this thesis, the term customer is mainly used but references to user are used in a similar meaning.

2.3

CRITIQUE

Service design and human-centred approaches are used to create services that are more usable and desirable as well as efficient and effective for the stakeholders. Services that respond to the user's actual needs and desires and simultaneously streamline the service provider's own processes. By engaging customers and other stakeholders to the development process, new unexpected ideas can emerge and innovation be fostered.

The usage of human-centred methods encase a grand promise of better services. However, realising its principles is not always an easy task. In reality countless contextual factors affect service development projects. First of all, every actor brings their own agenda to the project. Even researchers have the tendency to focus on things they see relevant. Hence, they might miss topics that are not on their agenda but would nevertheless be important to the users and the project (Steen, 2011). Furthermore, even if we would be able to discard our own agenda, the customers do not always tell us what they really think. People have the tendency to tell researchers what they assume they want to hear, which can result in services that do not respond to the customer's real needs (Sanders, 2002). Also collaboration between different actors in a development project often has its own tensions (Steen, 2011). Misinterpretations, lack of common language, different agendas, and indecisiveness are only some of the challenges service designers need to overcome.

One might concluded that just by employing human-centred methods and service design tools, all issues will be solved and innovative

new services emerge on their own. Yet, many projects never get implemented. One of the reasons is that services are often developed as standalone projects at the outskirts of an organisation. Designers and other actors of those projects are primarily focused on making changes to the services, while little attention is given to how the organisation should manage them or what kind of adjustments should be done to the existing operational models (Deserti & Rizzo, 2014). Junginger (2015) also notes that designers often get the misconception that organisations would be lacking design, whereas they are actually full of existing principles, methods and practices – just in an unfamiliar form for designers. When they overlook the present organisational customs, there is a risk that the new services will not fit to their intended context.

Service design or human-centred methods are not an omnipotent solution to every challenge and they do not automatically transform every development project into a glorious success case. But if used right, they encase tremendous potential for achieving impactful results as an alternative approach to the usual economical solutions [mentioned in Chapter 1.1.](#)



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03

DESIGNING IN THE PUBLIC SECTOR

This chapter forms the second part of the literature review. It looks more into what it means to operate in the public sector and what are the barriers and enablers of the field that need to be taken into consideration when developing services. It opens up the problems related to organisational change and change management. Different levels of design inquiries are discussed along with existing organisational practices that might turn into major obstacles of innovation if not understood properly. Finally, the chapter presents a participatory model for organisational change that could be used to introduce design and its methods to a public organisation.

3.1

DESIGN MEETS THE PUBLIC SECTOR

The public sector is facing unforeseen challenges in the modern society (Boyle & Harris, 2009; Hyvärinen et al, 2015). Public social and health care organisations are struggling to respond to the growing demand of their services while the customers become increasingly dissatisfied with the quality of them (Cottam & Leadbeater, 2004). Cutting off resources and other measures of economic efficiency have not provided the desired outcomes. The actors in the field have realised there is a need for new innovative methods to tackle these complex problems (Bradwell & Marr, 2008). Instead of curing what we assume is causing the symptoms, the public service providers need to find real needs and wants of the customers – the actual purpose of their services.

Service design with its human-centred and collaborative methods has been recognised as a potential solution to the issues and in the recent years there has been a growing interest towards it in the public sector (Mattelmäki, 2015). As the approach slowly gains foothold in public organisations, also the terminology is becoming more familiar. Some public sector actors can already be considered as experts in service design, if not the frontrunners of it. For the majority it is, nevertheless, still a novel concept and the knowledge of it varies significantly between individuals, units, and organisations. Despite the efforts, design methods are not yet an established part of the organisational culture in the public sector. They are not utilised in a systematic way and rarely employed in the daily practices on a large scale (Bason, 2010).

There are evidently multiple challenges for embedding designerly ways of thinking and doing to the traditions of the public sector, but according to Bason (2010) it is achievable. The British Design Council (2008, p. 3) has listed five ways in which design methodologies can improve service delivery in the public sector: 1) developing more personalised services, 2) harnessing the knowledge of frontline staff, 3) managing risk by prototyping new ideas, 4) improving efficiency and value for money, and 5) giving service users more control. However, Kurronen (2015) points out that there is still little measured information of the benefits. As the field matures and the actors in the public sector become more familiar with the ideology of service design, also the ways of proving its value will develop. That will help to justify the use of design methods during service development in the public sector.

3.2

BARRIERS AND ENABLERS

Even though the human-centred and collaborative approaches have received considerable attention and interest within the public sector, there are still several challenges hindering the employment of their methods. Hyvärinen, Lee and Mattelmäki (2015) studied collaboration in cross-organisational service networks and the respective role of service design. Enhancing collaboration within the public sector as well as across public, private and third sectors is seen as one alternative

to address the new types of societal challenges the public sector is facing. Yet, during the research they found multiple tension points and barriers obstructing the collaboration.

Hyvärinen et al. (2015, p. 256) list four main themes on the challenges in creating cross-organisational service networks that emerged in their research: 1) needs for customer-centred information sharing, 2) the bureaucratic inertia of the public sector, 3) lack of trust and commitment, and 4) lack of resources and sustainable support. Public organisations have traditionally very rigid organisational structures, different departments working separately without interfering to each other's affairs. This results in a compartmented way of providing services and makes the service combinations very complex from the customer's point of view. In addition, the public actors do not have practices for sharing information with the customers or other organisations, hence no one seems to have a holistic overview of an individual customer's needs. According to Hyvärinen et al. (2015) this fragmented and uncoordinated system causes ineffective service provision.

Another challenge was related to the bureaucratic inertia of the public sector. Hierarchical structures and bureaucratic decision-making routines hinder fluent collaboration within and between organisations. Also lack of trust and commitment is one of the fundamental challenges collaborative service development projects need to overcome. Prejudices turn easily into distrust and varying participation causes lack of motivation in other participants. Handing in the project objectives from the top level without engaging the participants in creating them generates resistance and decreases commitment. The final theme that emerged in the research was lack of resources and sustainable support. All the actors agree that there is a need for renewing the operating models and the service offering,

yet they are reluctant to assign the required resources to develop new solutions. It is important to have support from the managerial level to ensure there are enough resources to execute the whole change process from the very beginning all the way to the end. Preferably by the same people. (Hyvärinen et al, 2015).

Even though Hyvärinen et al. (2015) studied the barriers of creating cross-organisational service networks within and across different sectors, similar challenges can be found from other public sector service development project. Jäppinen (2015, p. 719) concurs by stating that public actors do not only work separately but also do not have a shared language, which is a prerequisite for trust and collaboration. She adds that public organisations avoid risk taking, their culture does not support innovation and they have a multitude of laws and regulations that restrict it. Furthermore, the actors usually have different views on how to measure the project success.

Also the British Design Commission (2013, p. 16) has listed challenges for the use of design in the public sector. They argue that design is ill-fitting with the stability valuing structures of the public sector, the term design is confusing and ambiguous, designers are not trained to operate in the public sector, design is neither well organised nor regulated business, so as a client it is hard to make acquisitions, there is little measured proof of the benefits, the design projects are usually just parts of bigger project entities, and the public sector development process does not allow reassessment of the original brief which is typical for design projects. Lastly, the Finnish Ministry of Employment and the Economy (2013) adds few rather relevant remarks on the use of design in the public sector: the strategic potential of design is not commonly acknowledged and the learnings gained from design projects are not spread across the organisations and their services.

There are, however, also enabling factors that might support the immersion of service design and human-centred methods to the public sector, helping to create innovation. Those factors include for instance a culture that promotes innovation, creativity and ability to see things in a new way, benchmarking, testing of ideas with prototypes and pilots in real surroundings, upscaling working pilots, and sophisticated risk management. (Mulgan, 2007, p. 18–24).

Furthermore, Hyvärinen et al. (2015) discuss the role of design in overcoming the various barriers. One of the biggest challenges was the lack of holistic understanding of the customer's needs as well as lack of information sharing practices. Service design by its nature is human-centred, it puts the customer and his or her experience to the centre of the development activities. It has tools to build a holistic view on the customer's needs and to communicate the insights within and across organisations. According to the human-centred tradition the focus can be not only on the customer but also on the other stakeholders and their organisations, ensuring the cultural and operational suitability of the new services. Another important quality of service design that helps eroding the barriers is co-creativity. It brings different actors together, e.g. in a workshop, forming a collaboration platform which facilitates the identification of common or compatible goals leading to an agreed vision and agenda for change. Simultaneously the process enhances trust and commitment between the stakeholders. Workshops and visualisations enable the participants to discuss and rethink together revealing the tensions and prejudices in the collaboration. (Hyvärinen et al, 2015).

3.3

INTRODUCING DESIGN TO ORGANISATIONS

One of the fundamental qualities of a successful and competitive organisation is its capability to continuously change its culture (Deserti & Rizzo, 2014). Junginger calls it the paradox of an organisation:

“it [organisation] needs stability to function well, but it needs change to survive.” (Junginger, 2008, p. 26)

Jäppinen (2015) argues that innovation and organisational change can be seen as overlapping phenomena. Pursuing service innovation by introducing designerly ways of doing to an organisation requires changes in the prevalent culture. Likewise, introducing new services to an organisation’s service offering requires changes in the prevalent operational models. Deserti and Rizzo (2014) argue that designers seem to think that the introduction of user-centred, or human-centred, practices will work per se, without the need of addressing the problem of change in the hosting organisation. According to them:

“Most of the changes obtained through the new practices are thus affecting the superficial level, while at deeper levels the established culture, mindset, habits, and practices are still dominant.” (Deserti & Rizzo, 2014, p. 86)

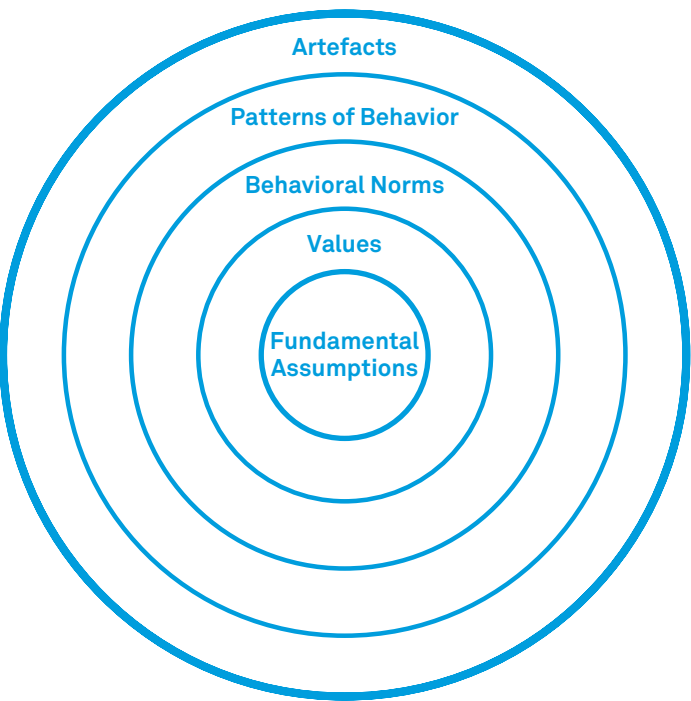


Fig. 5
Layers of Culture and Normative Contract (Denise Rousseau, 1995)

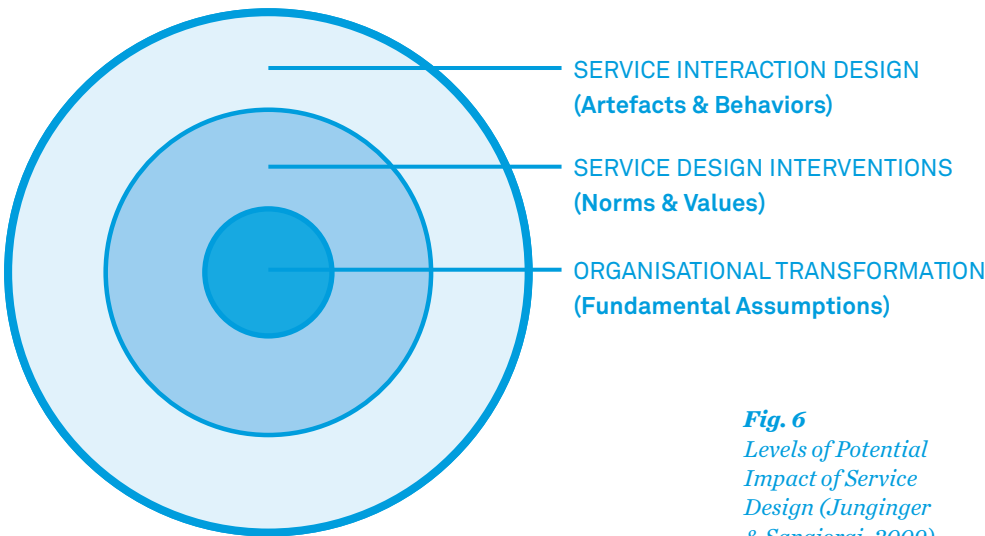


Fig. 6
Levels of Potential Impact of Service Design (Junginger & Sangiorgi, 2009)

Junginger and Sangiorgi (2009) see service design and service design projects as potential vehicles for generating and implementing internal changes within organisations. They emphasise the importance of understanding the organisational system by making *reflective inquiries* to it, in order to produce lasting transformations and thereby successful and sustainable services. Junginger and Sangiorgi (2009) present a three-level model of the potential impacts service design projects can have on the organisational culture. The levels are called 1) service interaction design, 2) service design interventions, and 3) organisational transformation (Fig. 6). The model is based on Rousseau's (1995, p. 49) layers of culture and normative contract (Fig. 5), in which she argues that fundamental assumptions form the core of an organisation's culture. According to Rousseau:

“Fundamental assumptions are the often unconscious beliefs that members share about their organisation and its relationship to them.” (Rousseau, 1995, p. 49)

The behavioral norms, values, behavior patterns and artifacts or products of an organisation all evolve around those core assumptions.

Junginger and Sangiorgi (2009) point out that designers are often hired to express the existing values of an organisation and kept away from questioning the underlying assumptions, norms and beliefs by gearing their activities towards external customers. Yet, those factors of the organisational system have the biggest influence on how services can be delivered and provided. In order to foster innovation, the fundamental assumptions of an organisation's culture need to be questioned as well. Junginger and Sangiorgi (2009) describe *service*

interaction design as the lowest level of the design inquiry, having a potential to cause either large or small or temporary or lasting impact on an organisation. Service interaction design focuses on artefacts and behaviors, but usually these projects are conducted in the periphery of an organisation where their impact remains relatively marginal. The next level *service design interventions* may question organisation's norms and values, and require:

“a capacity to engage the organisation, to visualise and demonstrate the value of change and the ability to read and interpret the organisation itself.” (Junginger & Sangiorgi, 2009, p. 4346)

The change is a radical one only if it affects the fundamental assumptions of an organisation. This third level of design impact by Junginger and Sangiorgi (2009) is called *organisational transformation*. Deeper transformation inquiries face stronger resistance in organisations. They require long-term collaboration and strong commitment from all parties to agree on a shared vision and co-create an agenda for change. (Junginger & Sangiorgi, 2009).

More recently Junginger (2015) has added that what designers need to be concerned with is not that much how to embed new designerly ways of doing into an organisation, but how to understand the *design legacies* that are already in place. She argues that every organisation already has its own design principles, methods and practices that are deeply embedded in the organisational life. These may not come in the form of traditional design practices and therefore might be hard to spot for designers. Regardless, any organisation needs to produce either goods or services in order to operate and exist. Developing and delivering those products, services, processes and procedures

has happened long time before designers came to the picture. Hence, according to Junginger:

“The challenge for service designers is not that organisations lack design. The challenge for service designers is that organisations are full of design – full of design thinking, full of design practices, full of design methods.” (Junginger, 2015, p. 210)

Junginger (2015, p. 214) lists three types of design legacies organisations can have: 1) organisational purpose, 2) organisational design approaches, and 3) organisational design practices. The organisational purpose answers to the question: “Why does an organisation exist?”. What are its aims, purpose and vision. Organisational design approaches refer to the driving values of an organisation. The approaches can be e.g. a cost-saving, problem-solving, process-oriented or a human-centred approach. Lastly, organisational design practices explain how designing actually takes place within organisations. What kind of methods the staff is familiar with and how they are employed in their design, i.e. planning, development, delivery and implementation, activities. Junginger (2015) emphasises that by acknowledging the design legacies and the existence of design activities in all organisations, design can be discussed as something that already exists there; helping the initiation of change. She proposes design conversations as facilitators in changing the decision-making perspective of managers to one of design. Organisational actors are not always aware of how the current design legacies affect the service provision. Junginger (2015) presents two exemplary figures, *conversation pieces* (Fig. 7), through which designers can initiate

conversations with the managers, making the abstract issues of organisational change and management more tangible. According to Junginger (2015) these conversations can potentially lead to new design practices and approaches – a new organisational culture that better responds to modern society's challenges.

3.4

MANAGING CHANGE

Once the change process is initiated, it also needs to be further managed. Organisational change is a challenging task and as many as 70% of change programs fail (Jäppinen, 2015). Change processes can be divided into wide-ranging, transformational changes and small-scale, incremental changes. Transformational changes are more radical as they require alterations to the fundamental assumptions of an organisation's culture. Incremental changes slowly shape the organisational activities one small step at a time. (Jäppinen, 2015).

According to Jäppinen (2015), there are two common ways of implementing organisational change: top-down or bottom-up. Top-down approach is used in the traditional hierarchical organisations where decisions and orders go through the organisation vertically. Public sector organisations are traditional examples of hierarchical top-down management structures. In the top-down approach change is initiated and implemented by the management. On the contrary, the bottom-up approach emphasises the role of customers and front-line staff as the source of innovation and initiator of change. Jäppinen (2015) calls it *user-driven innovation*, and notes that it is a more time-

	DESIGNING FOR CITIZENS	DESIGNING WITH CITIZENS	DESIGNING BY CITIZENS
Designing for Organisations	Design experts design for organisational staff and for citizens	Design experts design with citizens for organisational staff	Citizens design for organisational staff
Designing with Organisations	Design experts design with organisational staff for citizens	Design experts design with organisational staff and with citizens	Citizens design with organisational staff
Designing by Organisations	Organisational staff designs for citizens	Organisational staff co-de- signs with citizens	Organisational staff & citizens co-create and 'co-produce' (i.e. operate the new)

Fig. 7 *Conversation Piece (Junginger, 2015)*

intensive process but often produces more profound and sustainable changes in the organisational behavior and operations.

As change processes are demanding and there is no guarantee for their success, Bruch et al. (2005, p. 99) remind that before committing to one, organisations should have clearly defined its objectives for change. A way to start could be to address the following questions:

Why is change needed? What is the target of change? What changes is the organisation capable of making? And what is appropriate from the perspective of the organisational culture and current context? (Jäppinen, 2015, p. 717)

Bruch et al. (2005) emphasise the importance of having a clear focus in the change process as well as ensuring that the senior management is committed to it. Besides that organisations need people to drive the transformation forward – so called change agents. The idea behind everything being that not only would the top management level but also the mid-level management, front-line staff and customers be part of the innovation process. That would ensure that the change is made to better respond to the customer's needs and desires as well as fit the organisation's culture and ways of operating.

On the other hand, Deserti and Rizzo (2014) argue that change is not something that happens in an organisation once every now and then, but an ongoing process that needs to be constantly cultivated. Organisations need to reinvent themselves continuously to avoid becoming obsolete – they need to innovate. Deserti and Rizzo (2014) claim that the traditional managerial approaches to organisational change are dysfunctional due to their nonsituated and generalised

nature. A model proven to be functional in another context, e.g. the private sector, does not necessarily work in different setting such as the public sector. Applying the same “well proven method” on a new environment without paying attention to its contextual factors will cause change resistance in the organisation. It might also lead to unsuccessful services and dissatisfied customers.

Deserti and Rizzo (2014) suggest incorporating managerial with design practices to solve the problem of innovations that fail to succeed. They see design as a highly context related field that builds on human-centredness and participation. On qualities that can make simplified and abstracted formulas, i.e. organisational change theories, fit a specific case better. Thus, design is seen as an essential tool for producing successful innovation – for helping organisations to reinvent themselves successfully. However, introducing design and its methods to an organisation is a change process of its own.

According to Deserti and Rizzo (2014) organisations, which exploit well-proven practices in their daily operations but at the same time explore new ways of doing, are the most successful ones. This ambidextrous way of operating enables organisations to do small-scale prototyping that does not risk affecting its overall culture but functions as trigger for change. Also the Design Council (2008) considers rapid prototyping to be a good way to test new ideas as it quickly reveals the dysfunctional ones. In their research Deserti and Rizzo (2014), however, discovered that organisations often lack a way to scale up successful experiments.

To cultivate continuous innovation in an organisation, an ongoing change process needs to be established. Deserti and Rizzo (2014) represent *a participatory framework* (Fig. 8) for dynamically interpreting and transferring insights from the operational level, the

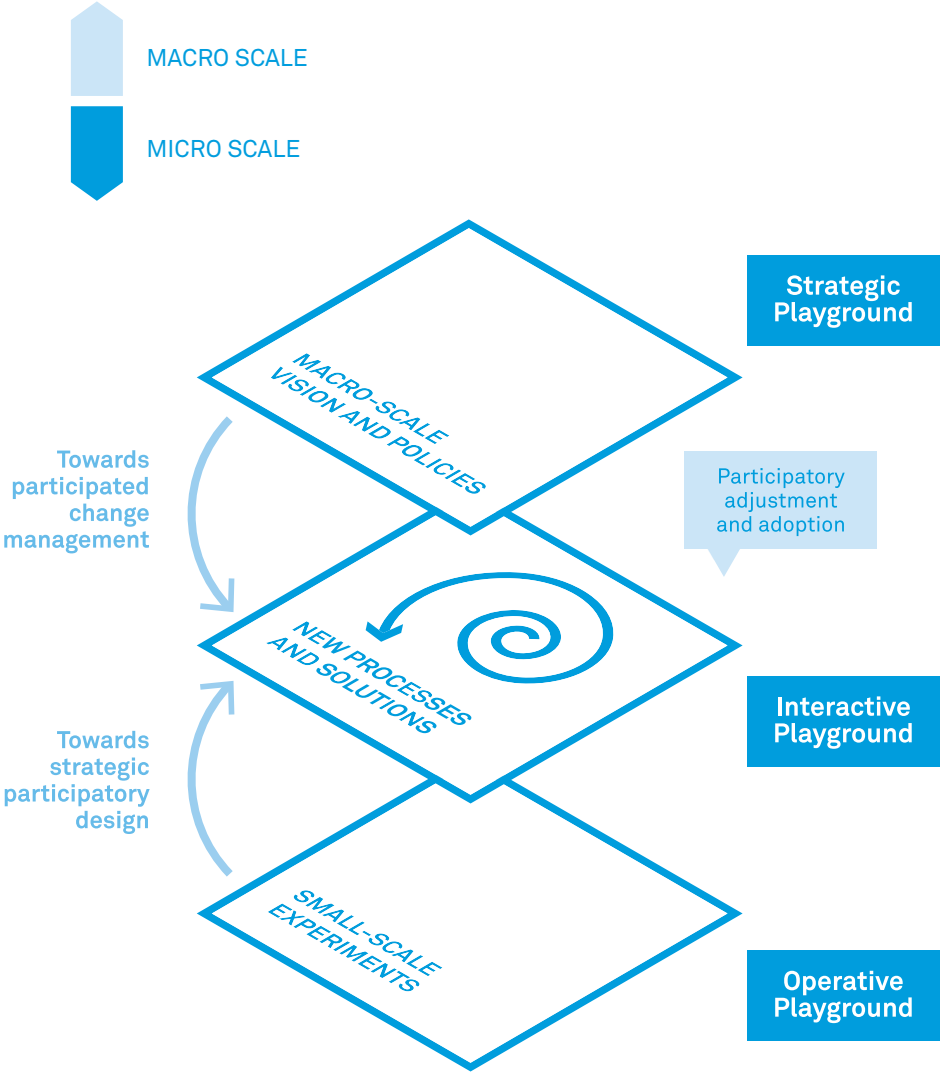


Fig. 8 Participatory Framework for Organisational Change (Deserti & Rizzo, 2014)

small-scale experiments, to the strategic level where they can affect the organisational policies and vision. Changes in the policies then affect the services and vice versa. One cannot change the other without affecting the other, which creates a dynamic interaction between the two levels. Also the participatory and situated approaches, meaning design and its methods, can be introduced to an organisation through this intermediate playground.

The challenge of such an approach is that it is by no means straightforward to transform successful results of experimental projects into strategy reviews. Small experimentations are an easy way to introduce small changes to an organisation as they do not affect the whole institution at once. They can also turn into major obstacles if they are not properly integrated to the organisational culture as they might create a binary system conflicting the old and new practices. Yet, the big difference and benefit of the model is that not only are the customers involved in the innovation activities but also other stakeholders from the front-line staff to the management level actors. Deserti and Rizzo (2014) emphasise that this kind of ecosystem should not be created inside only one organisation. Especially in the public sector, public organisations should involve other actors from the field such as third sector service providers to join the culture of experimentation and policy innovation. Within the frame Deserti and Rizzo (2014) see a possibility to combine the top-down and bottom-up approaches, incorporating inside-out and outside-in, by introducing a model of participated change management.

3.5

ENABLING CHANGE

As seen, there are multiple ways to approach organisational change. Introducing new services in the most sustainable manner might require factors from all of those approaches. Similarly to Deserti and Rizzo (2014), also Lin et al. (2011) aim to combine design practice with change management. They propose a *soft-start process* in which change is considered as a progressive series of conversations. Junginger (2015) defined her conversation pieces as tools that make the organisational change process more tangible thus helping designers and managers discuss its implementation. Lin et al. (2011) emphasise that the conversations should include not just managers but all relevant stakeholders; in this case customers, employees, managers, volunteers, and association representatives. The purpose of the discussions is to put the participants on a same level enabling equal peer-to-peer communication.

Several authors stressed the importance of collaboration as a way to endorse feeling of ownership which decreases change resistance. Lin et al. noticed in their research that talking to the employees about what they would need to do to provide the new service:

“is only valuable after giving appropriate time and effort to helping them relate to the underlying goals of the action and involving them in seeing a variety of possibilities of how to achieve that goal.”
(Lin et al, 2011, p. 78)

Letting the participants experience the service challenges from a first-hand perspective helps them understand why the change is needed (Lin et al, 2011). This can be done for instance by observing daily practices, shadowing someone or by having service safaris (Stickdorn and Schneider, 2010). Conversations are then used as story-sharing platforms where peer-to-peer discussion reinforces and clarifies the value of change and forms a common understanding in the group (Lin et al, 2011). The attendance of all stakeholders helps to keep the customer experience in the focal point of the service development but also ensures the ideas are realistically applicable to the organisation's practices.

One essential factor in the change process according to Lin et al. (2011) is providing physical facilities for the development activities. Having a space where ideas and other curiosities can be presented on walls in a visual and simple way makes the whole process much more concrete. Visually evidencing the development progress and its outcomes makes the participants feel their efforts are appreciated. That in turn is a big motivational factor. Besides making the process more tangible, the visualisations also facilitate communication between the stakeholders. They make the project information more approachable helping to spread the knowledge across the whole organisation. Having the physical space also communicates that the development activities have the management level's support. (Lin et al, 2011).

Service design literature defines iterativeness as one of the most fundamental qualities of service development (see e.g. Stickdorn and Schneider, 2010; Miettinen et al, 2011). The process can jump back to the previous phase or even to the very beginning at any stage of the development. Most often this is done when the initial service concepts are being tested, revised and then further improved. Deserti and Rizzo

(2014) emphasised the role of small-scale experimentation in a service innovation process and change of the organisation. Also Lin et al. (2011) point out that it is crucial to create an atmosphere for the development in which failing is approved and encouraged. Only by testing ideas and concepts quickly and as early as possible in the process, the more successful ones can be extracted from the batch to be further improved. Another essential factor Lin et al. (2011) highlight is the celebration of successes. It makes the work more meaningful for the participants and encourages them to keep on developing services. People who have put effort to the cause feel rewarded when their work is visibly acknowledged.

As mentioned, the process of change can be seen as series of conversations and therefore the discussions are not limited only to the beginning of the process. Lin et al. (2011) present a four layered cake model for using conversations as tools to implement change (Fig. 9). The model, initially created by Landmark Worldwide, defines what kind of conversations should be organised during what stage of the process. The first ones focus on relatedness and purpose of the change as discussed earlier. The second one deals with possibilities and opportunities, meaning ideas and generation of concepts. Only the third stage starts to address the action part of the process, what is actually needed to be done to provide the new service. The final stage includes conversations of acknowledgement referring to the celebration and rewarding of the work the participants have done. Lin et al. open up the purpose for applying such a model:

“Being actively involved in understanding both the why and the what of the service innovation (commitment) is essential to sustainability over the longer term.” (Lin et al, 2011, p. 85)

Facilitators have an important role in the conversations, as they keep the discussion focused on the goal of the project. Nevertheless, the conversations enable tailoring the solutions to the individual’s and the organisation’s own needs which decreases resistance and eventually supports the implementation of the new services.

This collaborative and open model utilises the bottom-up approach, yet still having the management’s support. It fits to the approach of mixing the top-down with the bottom-up that Deserti and Rizzo (2014) were calling for. In this way the development objectives are not just handed in from the management level, but really created as a collaborative effort. The development becomes more flexible and open for experimentation. These are the factors that make service development truly human-centric resulting in more successful and sustainable services.

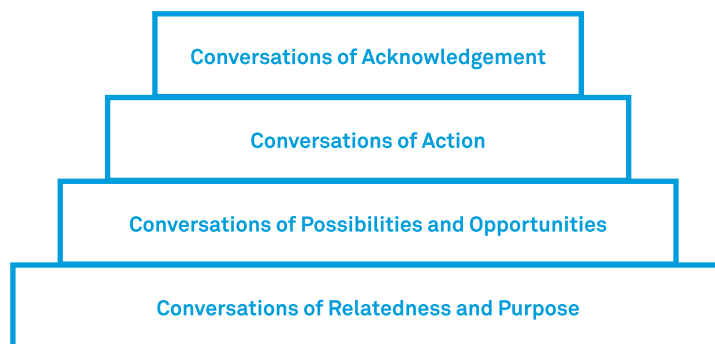


Fig. 9 *The Cake Model for Change (Lin et al, 2011)*



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04 GATHERING INSIGHT

The fourth chapter documents an empirical case study conducted in one of the City of Helsinki's elderly service centres. The purpose of the field research was to map the process of becoming a customer to the service centres and to study the experiences the elderly had along the journey. The methods used to gather the insights are discussed in more detail to open up the reasons for choosing such methods and to communicate both their benefits and limitations. The chapter also depicts the analysis process giving a detailed view on how the data was structured. It concludes by presenting the research findings from those parts that are relevant to my research question and can be discussed within the scope of this thesis.

4.1

EMPLOYEE INTERVIEWS

Interviewing is one of the most commonly used methods of qualitative research. Qualitative interviewing can refer to in-depth, semi-structured or loosely structure interviewing, and aim to dive deep into the subject to study the complexity and the small nuances of the issue. (Mason, 2002).

Mason (2002) points out that all qualitative interviewing methods share some basic characteristics. They always include interactional exchange of dialogue, be it face-to-face or via telephone or internet, and their style is relatively informal. The interviews are organised around certain topics or starting points of discussion making them thematic and topic-centred. In semi-structured interviews the researcher does not have a predefined set of questions, but rather a flexible structure of topics she or he wants to cover. This leaves space for unexpected themes to arise and guide the discussion to new directions. Lastly, knowledge is considered to be situational and interactional and therefore should not be detached from its context. Reconstructing situated knowledge in an interview setting requires taking the relevant context into account.

Gathering qualitative data with interviews and observation is typical way of working in human-centred design. Nevertheless, one should always carefully consider what they are trying to find out and depending on the answer, the most suitable method may as well be of a quantitative kind. If the purpose of a study, however, is to understand better people's knowledge, experiences or interactions, qualitative interviewing is a method worth considering as it focuses on information beyond the statistical level. (Silverman, 2000).

I started the case project by organising interviews with the service centre manager and the centre's responsible instructor. The semi-structured interviews along with observation at the service centre were conducted to familiarise myself with the topic and the context (Fig. 10–14). Besides the information I could read from the City of Helsinki webpage, I had no prior knowledge about elderly service centres nor their activities.

Through the interviews I wanted to learn more about the purpose of the elderly centre, its history and the daily activities of the house. I asked about the employee structure, how they usually do service development, and whether service design is a familiar concept for them. I also wanted to understand which were the main customer groups of the service centre and on whom we should focus in the scope of this thesis. We discussed the service pain points from the personnel's perspective as well as their objectives for this project. A more detailed interview structure can be found [from the appendix](#).

As the main focus of my research was to map out the process of becoming a customer to the service centre, I wanted to form an initial understanding of the customer service journey from the employees' perspective during these interviews. It turned out the centre's responsible instructor had already been doing service journey visualisations for some of the customer groups. Along with the information I gathered during the interviews, the visualisations really helped me to define the basic service steps I then used to prepare the service step cards for the upcoming customer interviews.



Fig. 10–14 Interviews and Observation at the Service Centre



4.2

JOURNEY MAPPING INTERVIEWS

In order to identify problem points and possible discontinuities along a service journey, just mapping out its steps will not provide all the information necessary. What is required is a deep dive into the journey itself, an exploration of how it actually feels to go through the system and use the services. Employees and other stakeholders can familiarise themselves with the services by doing e.g. service safaris (Stickdorn & Schneider, 2010), but the real experts of the experience are the customers themselves.

By listening and engaging the customers, the researcher can uncover their underlying needs and fears. By studying those factors, the reasons behind the problems can be identified and ultimately repaired. Besides pinpointing problems, equally important to service development is to listen to the wishes and the dreams of the customers – to find out the real value of the service that can potentially change the course of the whole project. It is important to maintain an open mind throughout the process. Original assumptions proven wrong can lead to a new set of challenges that, if solved correctly, can result in more important and beneficial improvements.

The challenge for me was to find a method that would both help me to define the steps of an intangible service together with the customer and at the same time reveal their experiences related to each step of the service journey. When I started my research project, Korhonen (2015) had just developed a method in her thesis that was used to map the experiences of a customer along a service journey in industrial B2B setting. The method was based on the AT-ONCE Touchpoint

cards created by Simon Clatworthy and Ingvild Støvring (Clatworthy, 2013). It was a combination of traditional interviewing techniques and customer journey mapping distinctive for service design, with a strong focus on experiences. It was suggested to me that I could test the same method in my public elderly care context to see how it would work there. As the original purpose of the method very much corresponded to the challenges I needed to tackle in my research, I was very curious to test it in my case.

Interviews are usually done retrospectively which means they are reconstructions of earlier events and experiences (Mason, 2000). It is often hard for the interviewee to retrieve the related memories and emotions, especially when addressing intangible issues such as services. In the experience-focused customer journey mapping method (Korhonen, 2015) the interview situation is supported by a physical artefact, in this case a set of service step cards. The purpose of the artefact is to help the interviewee go back in time and place to reflect on their experiences and thoughts in a certain moment. Having a pre-defined set of cards also helps to manage the complexity of the services and their intangible nature.

The card set is formed from the service steps that were identified during the background research, in my case the employee interviews and observation, each card representing one step of the customer service journey. Every card contains a title and an illustration of the service step, for instance “eating” depicting an elderly man eating in the service centre cafeteria, to evoke the interviewee’s memories related to the event or action. On the bottom of the card is blank space for writing down the customer’s thoughts and emotions related to that specific step. The space can also be used for notes of what actually happens during that part of the service (Fig. 15–16). Besides the illustrated cards the

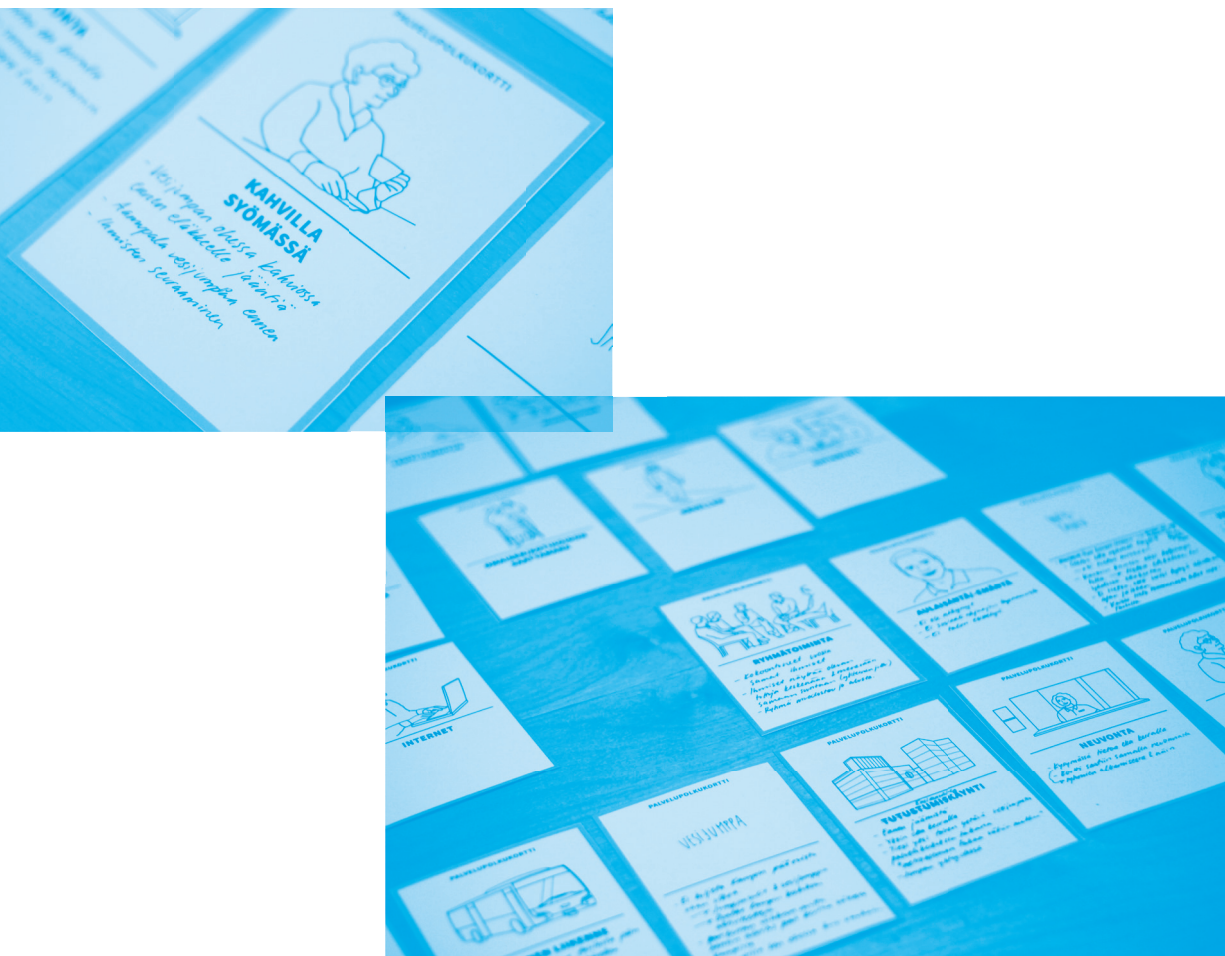


Fig. 15–16 Service Step Cards Used in the Interviews

deck also includes blank ones, which can be used when the customer's journey contains steps that were not included in the original card set.

An experience-focused customer journey mapping interview starts like any other in-depth interview: by defining the interviewee's background and relation to the context of the study. In this project, I quite straightforwardly continued from the context factors to the use of the method as I did not want to lose important insights by not having them written on the cards. During an interview the cards are organised into a linear and chronological order according to the customer's description of his or her service process. This can be done by the researcher or the interviewees themselves. A same step can be used in multiple places along the journey depending on the process of the customer and new cards are added if needed. The steps are then discussed one at a time to gain deeper understanding of the events and the interviewee's experiences during them. I had collected a list of supporting questions that could be asked if necessary to help the interviewee go into more detail with the information. The remarks can be written down on the cards by the interviewee, otherwise it is the responsibility of the researcher. The interviewing structure and a full set of the service step cards can be seen [in the appendix](#).

The responsible instructor of the service centre was an immense help for me when recruiting customers for the interviews. The customers needed to fit into the target groups we had decided to be relevant for the thesis project which made the process even more demanding. Thanks to the service centre instructor's outstanding knowledge of their customer base and personal relations with several individual customers we, despite the limited time, managed to recruit interviewees almost from every customer group we had defined. That resulted in six 1-1,5 hours interviews that produced a good data set for the analysis.

4.3

MAKING SENSE OF THE INTERVIEWS

One of the limitations of qualitative research is that it is prone to bias (Silverman, 2000). As the famous psychologist and author Daniel Kahneman puts it:

“People (and scientists, quite often) seek data that are likely to be compatible with the beliefs they currently hold.”
(Kahneman, 2011, p. 81)

This is referred to as the *confirmation bias*. Quantitative methods are designed to minimise the possibility of biased interpretation by standardising the questions that are being asked, the way they are asked, and the questioners who ask them (Mason, 2002). Especially when analysing qualitative data, researchers need to be aware of the fact that humans tend to favor information that confirms their existing beliefs or hypotheses. The alternatives that do not fit to the predefined assumptions, are given much less consideration.

In addition, information gained in an interview is never a direct reflection of a past situation or experience but rather a reconstruction of memories. Hence the outcomes depend heavily on the interviewee's ability to remember, verbalise and interact. Mason (2002) suggests that social interaction is an inseparable part of interviewing and therefore should not be considered as a bias. If the researcher is aware of their own values and the propensity to find results endorsing them,

they could as well see themselves as an active and reflexive actor in the process of data generation. Pretending to be a neutral envoy of the data is way worse than recognising the researcher's own influence over the study. By acknowledging it, we have better chances of treating the data as unbiased and objective as possible.

The two employee interviews in my case project were audio recorded and later transcribed. Due to the small sample and the predefined themes the interviews were following, it was quick and easy to categorise the findings. I made summaries of both interviews and used them as the basis for defining the service step cards and adding insight to the contribution of this thesis.

As the customer interviews were to be the main data of my research, their analysis was done in more detail. The interviews were recorded in audio format but also with the remarks written down to the service step cards. I was planning to use the notes from the cards as my main source of data for the analysis, but eventually came to the conclusion that I would lose the authentic voice of the customers by doing that. Therefore I decided to partially transcribe all the customer interviews in order to have the original quotes as my analysis material instead of more neutral remarks. I was aware that this process was vulnerable to my own bias. I tried to include all the quotes that were in any way related to the actual topic of the interview in order to stay objective. What I resulted with was 10 hours of audio record transformed into 100 pages of customer quotes.

Even though I did not end up using the remarks on the service step cards as my primary data, they served their own purpose on the customer service journey wall I created (Fig. 17–20). I reorganised the cards into their chronological order and taped them to the wall of our



Fig. 17–20 The Customer Service Journey Wall



research space, each customer's journey representing their own line on the wall. This enabled me not only to have an overview of the process of becoming a customer to the service centre, but also to study individual journeys in relation to the others. The notes on the cards helped me to reflect back on each customer's experiences. The wall formed the basis of my later visualisations of the customer service journeys.

4.3.1 Affinity Map

The method I used for the data sensemaking process was affinity mapping. Affinity mapping, or diagramming, is a commonly used method for structuring user data (Holtzblatt et al., 2004). It brings all the collected customer insights together forming a hierarchical diagram. The method is usually utilised by a group of people since the amount of data can be quite overwhelming just for one researcher. In addition, the reliability of the method is higher when the final diagram is the end-result of multiple people's reasoning. Building an affinity map is also a great way to engage the stakeholders to the process and form a common understanding of the subject. Acknowledging the downsides of working on an affinity map alone, yet due to limitations in time and resources in this thesis project, I decided to do it by myself. Afterall, I anyhow needed to make sense out of this large and fragmented data set, affinity mapping being the fastest and the best method to do that. (Holtzblatt et al., 2004).

The map (Fig. 21–22) is formed from so called affinity notes. Usually those notes are post-its containing research insights, each insight written down to their own note. The purpose of the method is not to divide the affinity notes into predefined categories but to start to group them by the content and only afterwards see what themes start to emerge from within (Hämäläinen et al., 2011). The method usually

4.3.2 Customer Profiles

Another way of structuring information and making the customer perspective more visible is to create customer profiles (Fig. 23–24). Customer profiles or personas are fictional characters that represent a particular customer group and their interests. They are used as reminders of the real customers during a design project, reflecting their needs and wants. The profiles increase empathy towards the customers when used as a tool to bring the customer perspective into decision making. (Stickdorn & Schneider, 2010).

Customer profiles are based on research insights that are often gathered with multiple methods during customer research. Segelström (2010) argues that creating personas requires rigorous research on large pool of customer data, as couple of interviews are not enough to form reliable synopsis of any customer group. According to him designers have started to use terms such as customer or user profile to describe customer group representations that are not based on large set of research. In reality the terms are however used interchangeably both ultimately meaning the same thing. In this thesis I have used the term customer profile as it has already been in use at the service centre.

During one of the service centre's own workshops, the staff had created a set of customer profiles. The profiles were based on the employees' everyday experiences of the customers and their habits. They included: a mystery client, a grateful client, an active client, a client requiring support, a client coming to eat, and a demanding client. The profiles were very point on describing well the characteristics of each customer group.

Nonetheless, in the other employee interview we discussed the topic of this case project and how to define who to interview in relation to that. As the focus was to be more on the customer journey and how the

elderly ended up coming to the service centre, the target groups we eventually decided on differed from the earlier categorisation. In many cases they were combinations of the earlier profiles with additional groups we saw relevant for the purpose of the study. Some groups were left out during the study as others started to seem more important or because we could not find a suitable person to be interviewed from that specific group. A set of customer profiles was created based on the contextual research. Some of the profiles are presented on the next spread but they can also be found [from the appendix](#).



Fig. 23 *Customer Profiles*

#CUSTOMER PROFILE 1

New Customer**Age**

Recently retired
or 70–85 years

Motivation

Has often visited the service centre in other matters before participating in the activities: picking up brochures, association activities, memory clinic, having lunch. Centre can also be familiar from other activities that are near by. Some attend straight the group activities.

Values

Social relations. Seeks for activities and action from the centre. Potential volunteer worker.

#CUSTOMER PROFILE 2

Long-term Customer**Age**

70–85+ years

Motivation

Wants to actively participate in the centre's activities, both the open and the group activities.

Values

Friendships gotten from the centre and its offering of activities. Has often visited the service centre from its very beginning. Values the instructors and their expertise. Often knows them also on a more personal level.

Fig. 24 Some of the Customer Profiles

#CUSTOMER PROFILE 3

Hang Around**Age**

Recently retired—70 years

Motivation

Often comes to have lunch and read newspapers. Visits the centre when taking care of other responsibilities near by.

Values

Having other people around although typically keeps to themselves at the centre. Likes to observe what others are doing. Doesn't cook much at home so values the inexpensive food at the service centre. Some of the hang arounds would like to take more part to the activities.

#CUSTOMER PROFILE 4

Volunteer Worker**Age**

70–85 years

Motivation

Originally comes to the centre as a customer but then gets interested in the voluntary work. Not aware of the volunteering possibility at the centre in advance.

Values

The work community and colleagues. Likes to be with and help other people. Has still the need to be beneficial to the society, doesn't want to stay unoccupied.

4.3.3 Customer Service Journeys

Customer service journeys were used in this research to depict the process of becoming a customer to the service centre in a form that would facilitate its analysis. A customer journey map is a visualisation of the customer's overall service experience (Stickdorn & Schneider, 2010). It is constructed of service moments, which describe the main phases of the service process, and touchpoints, through which the customer interacts with the service (Koivisto, 2011). Those moments and touchpoints form an emotional journey from the customer's perspective, a story so to say, when put into a chronological order.

Koivisto (2011) divides touchpoints into four different categories: channels, objects, operational models, and people. A channel can refer to a place or environment, either physical or digital, where the visible service production happens. One service can be provided through multiple channels. Objects are the tangible evidence of the service used by the customer or the service provider, such as books in a library or the loaning machine the librarian uses. People are often in central role in the service provision as they have a strong impact on how the customer experiences the service. Thus operational models are used to define how the service should be delivered by providing guidelines for service encounters.

Stickdorn and Schneider (2010) emphasise the importance of identifying touchpoints along a customer's service journey. This can be best done by conducting user research. The research methods can include interviewing, observing, shadowing or self-documenting methods such as video diaries to name a few. In this case study I did the employee interviews and observation to form an initial understanding of the service journey. Yet, the actual touchpoints were defined with the

customers themselves using the service step cards and the experience-focused customer journey mapping method I [presented in chapter 4.2](#).

A customer journey map provides a structured overview on the customer's service experience making it more tangible and manageable. It helps stakeholders to identify problem areas and improvement opportunities in the existing service. Similar visual language facilitates quick and easy comparison between multiple service journeys. (Meroni & Sangiorgi, 2011).

During six in-depth interviews in total six customer service journeys were mapped out in this study. Almost every interviewee represented more than one of my defined target groups, so I ended up having the following amount of different journey maps: New Customer x 3, Long-term Customer x 3, Memory Customer x 2, Hang Around x 1, and Volunteer Worker x 2.

After analysing the journeys I realised there were very little differentiation in the service steps between different customer profiles, especially when the same journeys usually represented multiple of them. Exception to this was the volunteer's customer journey which I ended up visualising separately from the others (Fig. 26). The emotional journey on the other hand alternated so much in each service step that I could not form any coherent description of it. This indicates that the service experience is not consistent and varies significantly depending on the individual customer. I was, however, able to identify the biggest thresholds along the customer's service journey describing the points where the customers are easily being lost (Fig. 27). The general customer service journey (Fig. 25), the volunteer service journey and the journey depicting the biggest thresholds are presented in their entirety on the following spreads.

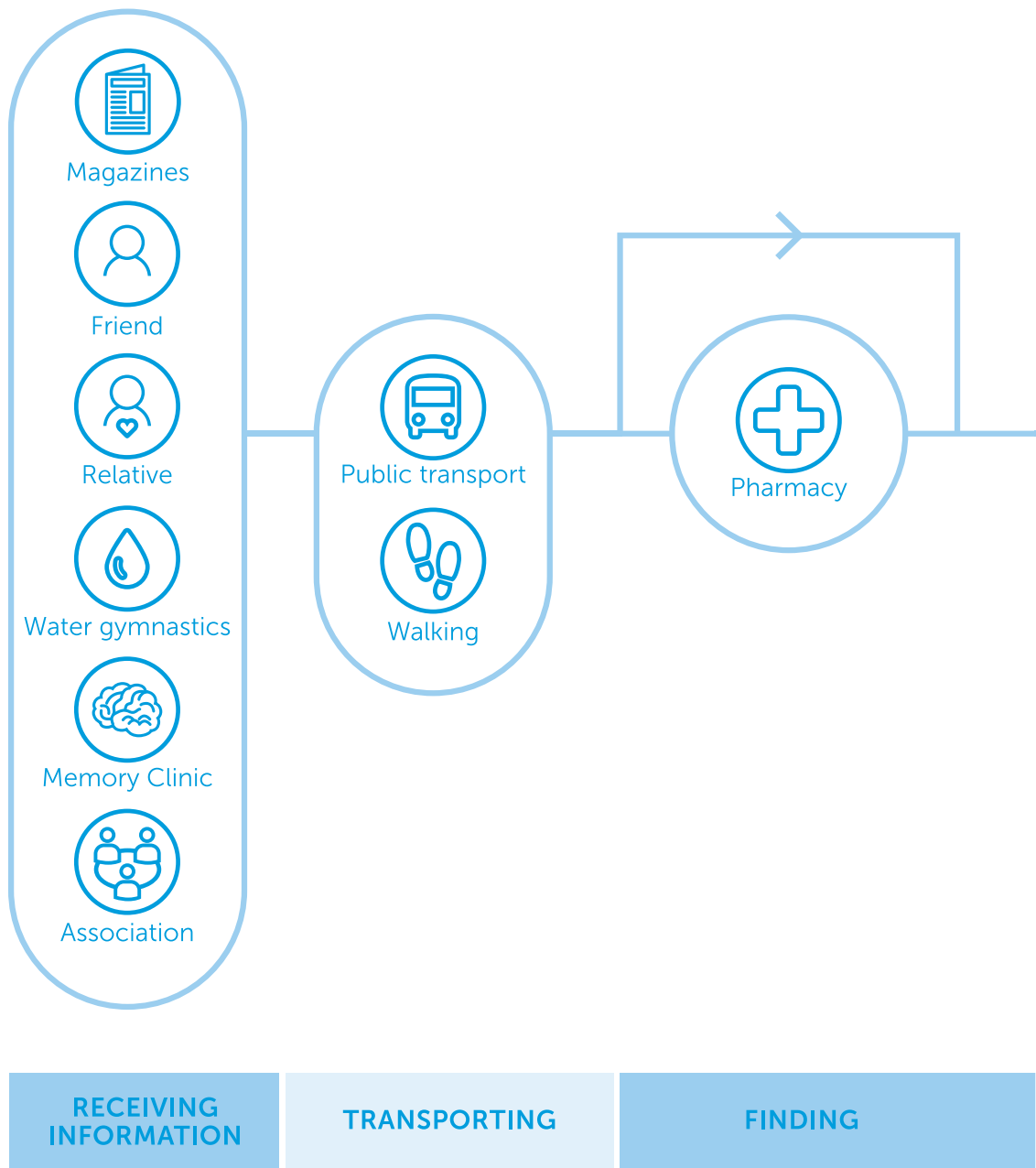
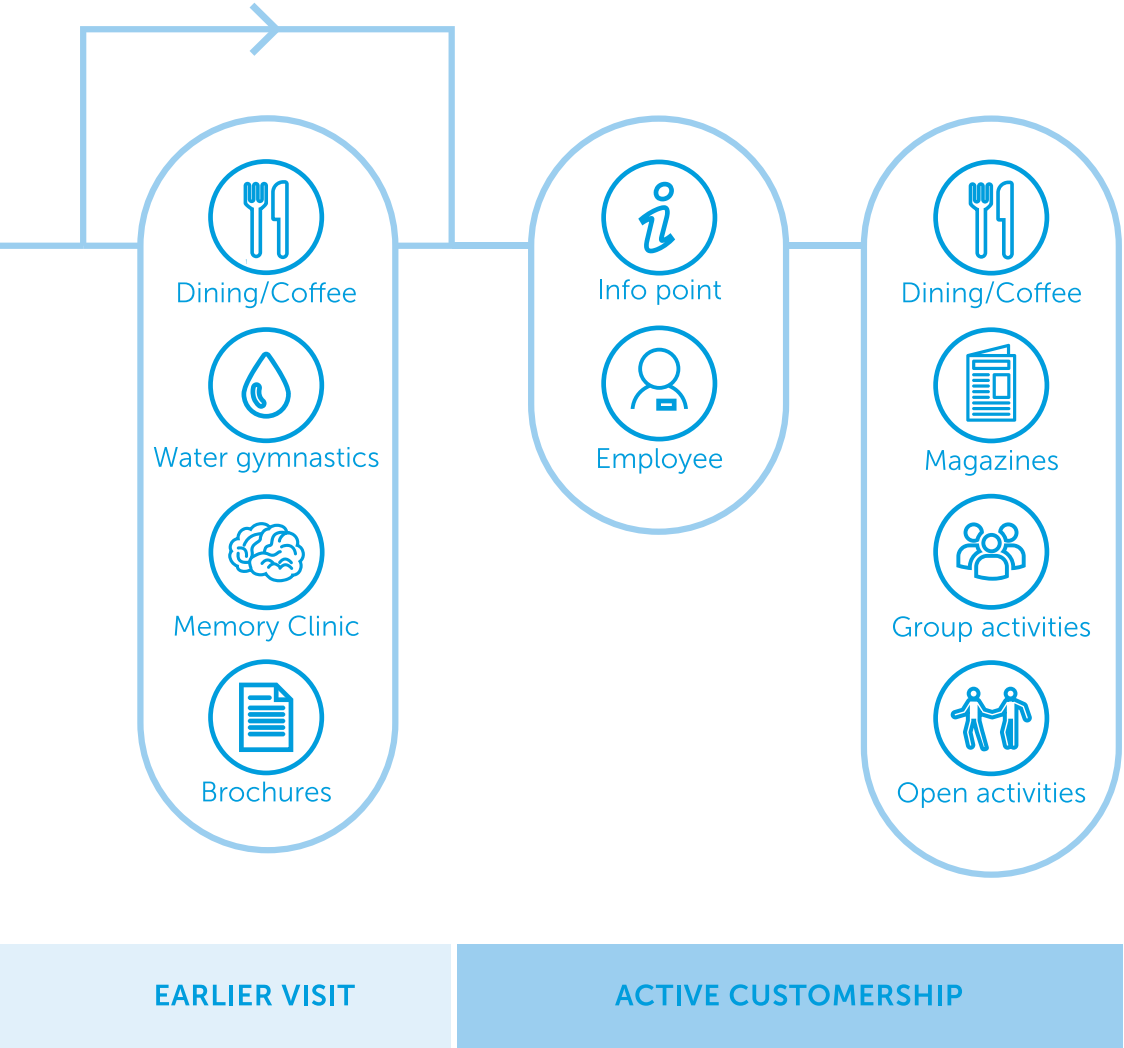


Fig. 25 Customer Service Journey



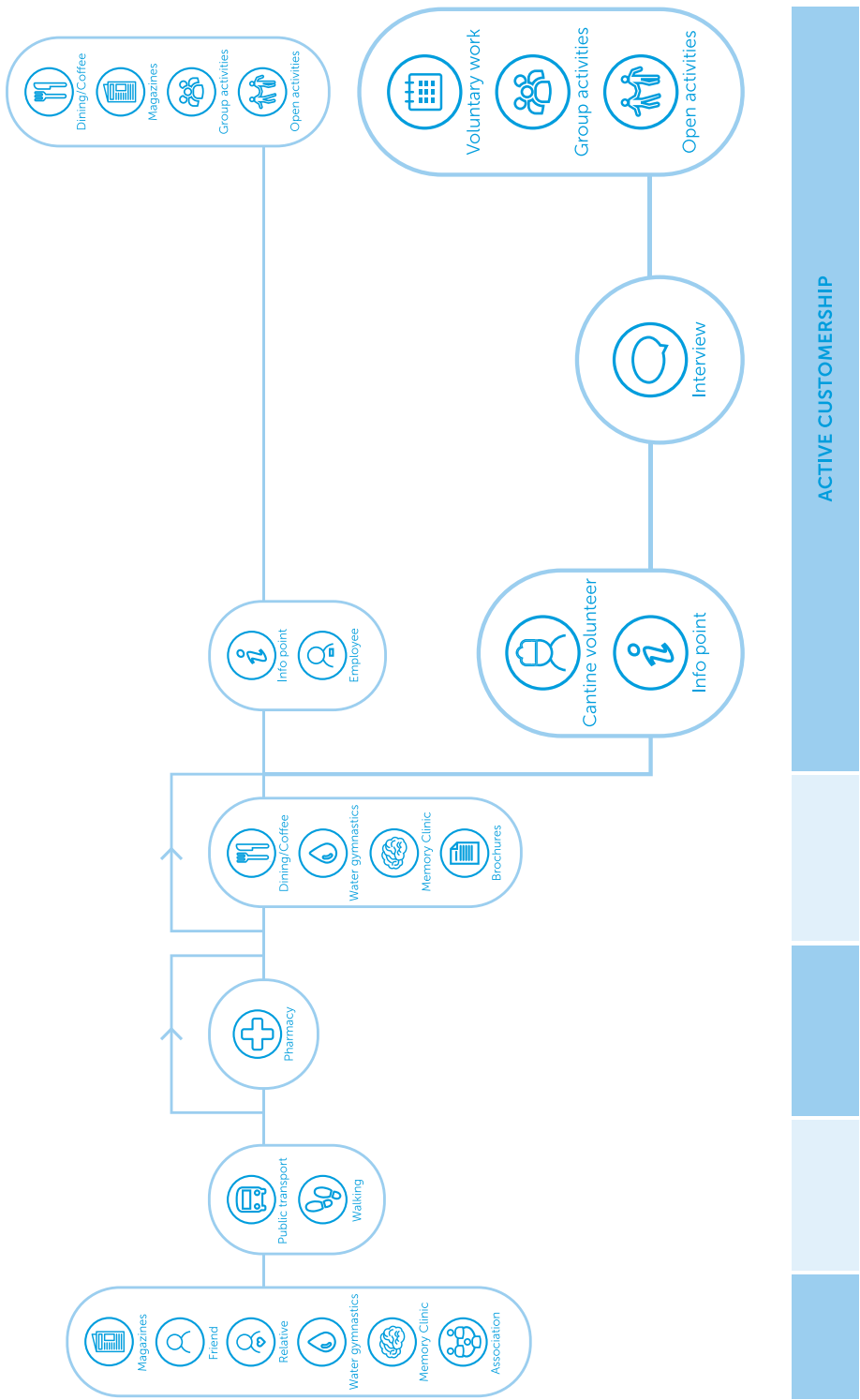


Fig. 26 Volunteer Service Journey

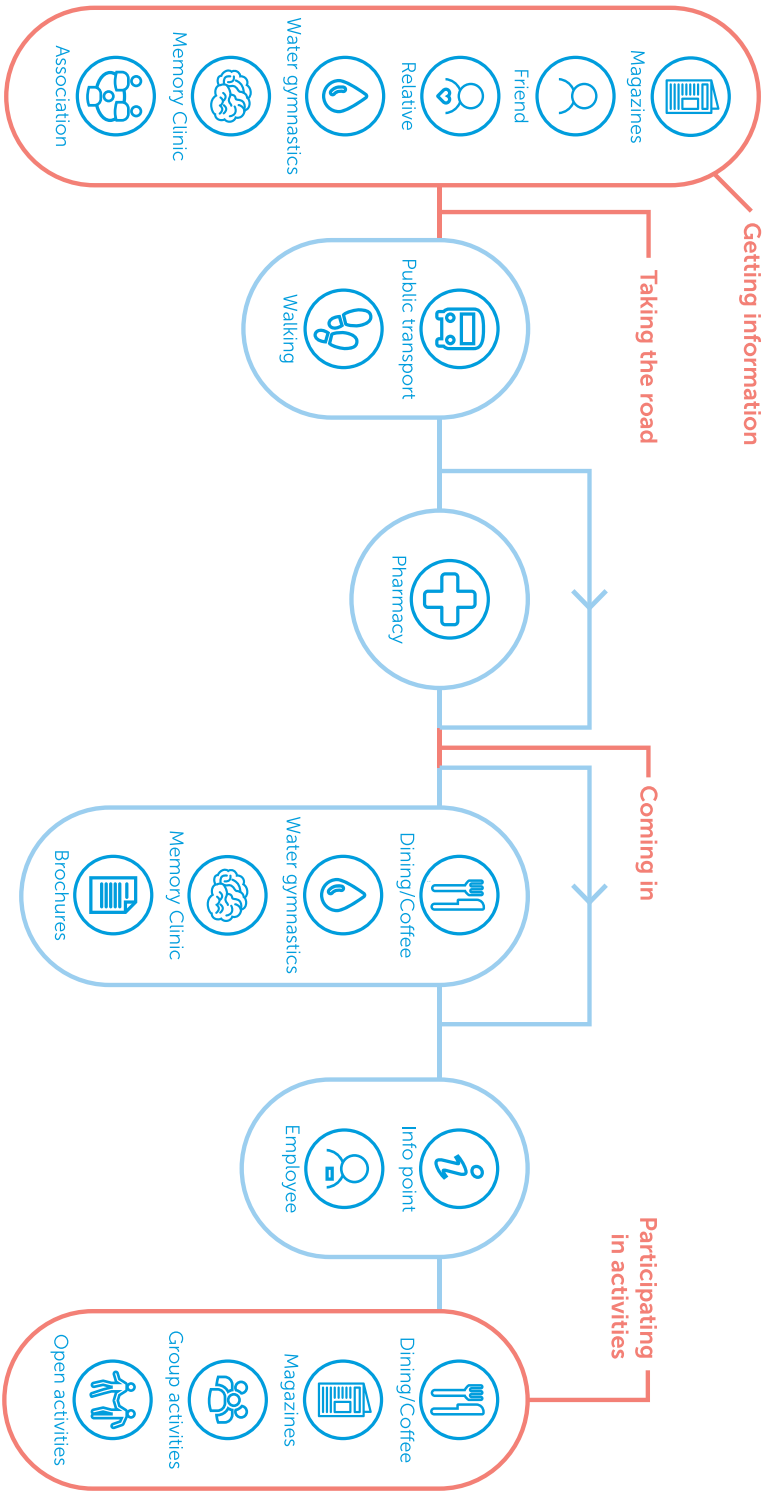


Fig. 27 Service Journey Painpoints

4.4 FINDINGS

The affinity map which I used for analysing the interview data produced in total 39 groups of notes that were organised under 12 wider themes. The themes and their sub groups are listed in the (Fig. 28). The findings provided detailed information of the customers' experiences during the service journey. Challenges and opportunities were identified from each service step. In addition, some topics emerged from the insights that did not directly link to any specific step along the journey. These topics, such as self image or value and affect on life, were very interesting findings providing deeper insights to the lives of the elderly. They could potentially reveal fundamental needs that are not yet met in the current service offering. The findings were presented to representatives from the City of Helsinki in a mid-project meeting. However, in the scope of this thesis I will disclose only those parts that are relevant for my research question. The essential findings from the research, including both the employee and customer interviews as well as the observation, are further elaborated in the following sections.

4.4.1 Development Activities

Service centre activities in the City of Helsinki are guided by the Service Centre Development Program, in Finnish Palvelukeskustoiminnan kehittämisohjelma (Helsingin kaupungin sosiaali- ja terveystoimi, 2015), which defines the focus areas and goals of development for all four service areas in few years intervals. The working committee in charge of the development program has representatives from all the areas including a customer representative. Even though there exists common guidelines for the service centres to take into account, they are

1. Receiving Information

- From where or whom it was received
- Sharing information
- Own responsibility

2. Going to Service Centre

- Motivation to come
- Prejudices
- Thresholds and fears
- Why not to go

3. Transporting

- Transporting
- Location and finding

4. Arrival

- First impression
- Reception

5. Service Centre

- Premises
- Other service centres
- Atmosphere
- Renovation
- Value and affect on life

6. Participation in Activities

- How customers are steered to activities
- Reasons for not participating

7. Guided Activities

- Group activities
- Open activities
- Instructors and instructing

8. Independent Activities

- Dining and having coffee
- Other independent activities

9. Time of activities

- Timing, duration and frequency

10. Volunteering and Association Activities

- Volunteer work
- Commitment
- Association activities and other volunteer work

11. Clientele

- Clientele
- Self image
- Habits
- Challenges of ageing
- Newly retired customers
- Memory
- Experience of changes
- Social relations
- Meaning of friends

12. Service Development

- Influencing possibilities
- Ideas
- Problems

Fig. 28 Findings

relatively free to develop and experiment new operational models on their own. The activities are not law regulated which gives possibilities for making the experimentation culture more flexible e.g by engaging the customers more to it.

Already now services are being constantly developed in the elderly service centres. Initiatives for development can come from the customers, volunteers, individual employees or from other actors in the service network such as associations. Customers often share their ideas and wishes directly with the personnel during the daily activities. The service centre also has a feedback box where the customers can leave development needs and ideas. The volunteers have their own meetings where the volunteer work is discussed and improvement areas identified. The service centre used to have an yearly customer survey whose results provided a good basis for development planning but it was discontinued after the social services and health care departments' merger.

Piloting and experimenting new services is being encouraged in the elderly service centres. Whenever there is a new idea that has been proven to be well functional, it is usually shared with the other service centres during the Day of Good Practices, in Finnish Hyvien käytäntöjen päivä. The Day of Good Practices is a forum specifically established and organised for the service centres and other actors from the Hospital, Rehabilitation and Care Services division to present and share new services or operation models with each others.

4.4.2 The Role of Service Design

In the recent years there has been a growing interest towards service design and its methods within the public sector. Also the City of Helsinki elderly service centres have taken part to multiple service

design trainings and cooperation projects, this thesis being one of them. As mentioned before, services are already constantly being developed in the centres. What service design could bring more to that process is seen to be the human-centred approach and means to engage and inspire the customers to be part of the development activities. Even though the term starts to be more and more familiar to the service centre personnel, the understanding of what it concretely means and what it can be used for still varies widely.

The personnel of the case service centre took part to a service design training which fuelled a series of workshops within the centre. Other workshops were being held with the centre's own staff, focusing on creating employee and customer profiles among other things, and one had been organised with the volunteers, aiming to increase their influencing possibilities in the working community. There is a strong will to learn more about the subject and employees are self-educating themselves to be better equipped with the human-centred methods.

Development activities are often considered to be customer-centred to start with, and in some level they usually are. Believing what the customer wants however differs from knowing what their real needs and wishes are. Doing service development from belief basis is not according to the values of service design. Some of the customer needs can also be intrinsic, which means they are not easily detectable. Identifying the underlying issues and studying the human nature are skills needed for truly designing services in a human-centred way. The good part is that all those skills are learnable and this thesis is one step towards it.

As mentioned above, the public sector already has tremendous in-house know-how of service design. Unfortunately, the know-how is scattered throughout the departments and divisions and there is

no single organ coordinating it. A lot of trainings and projects are bought from external providers as the in-house expertise is either not recognised or not known about. Service design projects conducted in one unit are not strategically shared with the whole department so that everyone could learn from them. What is lost is the cumulation of knowledge that forms the basis of good service development practices.

4.4.3 Development Challenges

One of the biggest challenges the elderly service centres are trying to tackle is reaching the potential customers who are still unaware of the centres and their activities. Many of the new customers tell that they had no idea this kind of public services existed before someone, by coincidence, mentioned the service centres to them. The customer survey reports done in the case service centre unveiled that most of the customers had heard of the centre and its activities from their friends or neighbours. The typical customer is an active elderly who has a fairly good social network, for why it is likely that they heard about the activities in the first place. The question therefore is, how to reach also the elderly who are not that active and who do not have vast social circles.

Furthermore, the awareness problem does not concern only potential customers but the city's organisation itself. The most effective and viable way of directing the customers to the service centres would be to use the organisation's own already existing channels. The public health care centres would be natural sources of information, but currently the doctors and nurses are unaware of the recreational services and activities these centres offer to the elderly within the same organisation. The same situation occurs with the Home Care Service Unit that organises nursing, care and necessary support services for

elderly to support their active and safe living at home (City of Helsinki, 2016c). If communicating with each other, the Home Care Service Unit, the health care centres, the elderly service centres and other relevant actors in the department could generate ongoing customer flows from the health care side to the social services and vice versa. Ultimately it would result in more holistic care taking as well as healthier and happier citizens. Some initiatives have been made to establish such cooperation, yet the organisation is still lacking a systematic way to utilise its own assets.

Changes in the city's organisational structure add their own challenges to the operational field. In the beginning of 2013, the former Departments of Social Services and Health Care were merged together to become the single biggest department in the city of Helsinki, with 15 000 employees and financial estimation of 2,1 billion euros (Helsingin kaupungin sosiaali- ja terveystoimi, 2014). The Hospital, Rehabilitation and Care Services division of that department, under which the elderly service centres operate, got divided into four geographical service areas. Formerly all the city's services were divided by age: children, family, adult and elderly services were all managed by their own organisational organs across the city. After the merger each service area became responsible of their own area's services for each age group. Three years in operation and clear differentiation can be seen in the way these areas develop and manage their services. The implications are that the services are not necessarily coherent anymore throughout the city, the collaboration within the different elderly service centres has decreased and some well functional customs, such as the customer surveys, have been seen irrelevant in the new organisation.

Even though there is a common interest towards developing and experimenting new services, the activities are always defined by the

existing operating models and attitudes of the service centre personnel. In order to adapt to new ways of working, employees need to understand the reasons behind the change. It was noticed that if the purpose was not communicated clearly enough, resistance for change often occurred amongst the personnel. In the management's experience, engaging the employees to the change process facilitated the deployment of new operational and behavioural models. By acknowledging the existing attitudes and constraints within the development context, a more realistic transformation target can be set and the measures to reach it planned accordingly. In other words, no matter how good the new service idea is, if the employees do not feel ownership on it or do not understand it, it will be very hard to integrate it to the organisational culture. It was highlighted that just training people and assuming their new knowledge will automatically be adopted to their working context is not realistic. Applying the same human-centred methods that can be used with the customers to the employees, will provide more fertile soil for new service innovations to spring to life.

4.4.4 Volunteering and Networks

Volunteers are an essential part of the service centre's operating model. The centre has more than 200 regular volunteers, its own employees representing only a fraction of the total work force (Helsingin kaupungin sosiaali- ja terveystoimi, 2015). The paid personnel focuses on providing services for customers who need special support. The volunteers are responsible for the rest of the activities such as helping at the centre's canteen and cafeterias, serving at the information desk, hosting the lobby and receiving new customers, keeping nurse's audience, and arranging and instructing open group activities for the

elderly. It is important to note that while providing free labour the volunteers are also customers of the service centre.

The volunteers' average age is rather high spanning from 70 up to 85 years and even beyond. Thus, there is a generational handover ahead and the service centres are in need of new capable volunteers. Information about volunteering is shared on the Helsinki City's website and the service centre's info board. However, the customer interviews revealed that most of the people did not know about the possibility before coming to the service centre.

“I had just retired and of course I didn't know about it [volunteering] before that. I had heard, as I live close by, that there is this kind of place. But I didn't know more about it... what they do here and do they need help or something. I just went there and so it started.”
– Volunteer.

An important link in the recruiting turned out to be a volunteer lady working the centre's canteen who seemingly felt so passionate about her work that she wanted to share the information with others as well. These kind of hidden factors may have a significant effect on the overall recruiting and should therefore be identified and cultivated. Another challenge has been the unwillingness of people to make long-term commitments to such a work nowadays. Regular volunteering shifts do not fit the lifestyle of the modern pensioners who enjoy diverse activities and the freedom to choose between them in a flexible manner. Even though the volunteering activity is constantly being developed in the service centre, it could be done in a more systematic way. Measures could be taken to improve and streamline the recruiting process as well as to develop more adaptive models for the volunteer work.

As mentioned before, the volunteers have their own regular meetings, led by the service centre's volunteer coordinator, where they discuss their work and possible development areas. The volunteers were also invited to a workshop organised by the service centre to improve their influencing possibilities. Besides volunteers, associations are an important partner in the centre's service provision. Around 70 different associations work in collaboration with the service centre, providing trainings for the employees and services for the customers among other things. The service centre has wide networks and a lot of cooperation with the other actors in the field. Nevertheless, their work is still not known by everyone even within the same department. If the city aims to provide less services by itself and rely even more on its collaborators and volunteers, a strong network of service development needs to be created spreading knowledge across units and departments. Service design with its human-centred and collaborative methods could be used not only to take the volunteers on board but to bring all the actors together to experiment and develop new services.

4.4.5 Being an Elderly

Retiring is a big change in anyone's life. Normal routines end, there is no obligations to attend and suddenly one has the freedom to do whatever she or he likes. Having time is no more a luxury but part of everyday life. Reactions to the new situation vary depending on the person. Some are happy to finally relax and recover from the years at the working life. They enjoy the free time and do things that does not require too much effort. Some experience a compelling need to still be beneficial for the society.

“I don't want to take responsibility of anything anymore. I don't want to tie myself to anything that is compulsory to do.” – Hang Around

“ -- I retired in last August. I came here to eat and noticed that older people have to be serving the food here. I thought that I could start to do something like that as I have nothing to do. -- It felt good to come here to do something.” – Volunteer

They do not want to be doing nothing and often join different clubs or associations and do voluntary work. These people are potential volunteers also to the service centres, hence extra effort should be put to reach them already before they retire. For others the change is not so easy to process, especially if the retirement did not happen from their own will. Retiring is one of the phases in life when one can easily drop outside the society and its safety nets. Some people do not know what to do with all the extra time. After work connections they might notice the lack of social relations in their private life. Especially with men that kind of situation may easily lead to increased use of alcohol. At its worst, people alienate from the social life and seclude themselves to their own homes.

Retirement is also a moment of self reflection. One's professional identity does not play that big part in life anymore and seeing what is behind it might feel intimidating. Asking questions like “Who am I?”, “What do I want from life?”, and “What do I enjoy doing?” slowly reconstruct the self image. An interesting research finding was that experiences and characteristics from childhood resurface at this stage. A person who used to be shy in their youth, might become even more timid as the age increases. Failures and disappointments come vividly back to mind making people think that if they did not succeed in doing something back then, they must be as bad in it now too.

“It’s the same as in school age. When getting older you again start to stress about what the others think about you.”

– Hang Around

“I think it’s because I have this pressure from the school gymnastics class. I wasn’t good in sports, I was always the second last to be picked to play baseball. -- Hence the thought has remained that I cannot go anywhere because I feel like everyone are looking at me and laughing as I cannot do anything.” – New Customer

When retiring, the external authorities such as managers at work disappear from life. This can result even in kindergarten like behaviour where social power relations are remeasured. It is not unheard to have a bully or “more popular groups” among the elderly either. In the service centre environment the role of the instructors as facilitators of interaction is very important. The general experience was that the instructors are very professional and proficient in guiding the group activities. Yet, the service centre has a lot of space and many people just hanging around the premises, reading newspapers and eating in the canteen but not attending the organised activities. For them, and for new customers, it is harder to get into the social groups that have developed in the centre.

“-- these certain kind of groups are formed. It works in every age group. -- It’s a bit like ‘we don’t play with you’. Perhaps that’s the core. That they don’t play with you. And certain kind of bullying as well. Or not bullying, but it’s because people don’t understand.”

– New Customer

Some people do not consider themselves to be old regardless of their actual age. One interviewee told about their neighbouring lady who does not like visiting the service centre:

“She doesn’t come to eat here since she thinks the people here are old and in too bad shape. I asked how old she herself is and she answered 86 years.” – Volunteer

People around us work as a mirror. By looking at others, one reflects their qualities to him or herself. That is why some elderly prefer the company of younger people or other elderly who are still fit and capable. Oldness becomes a taboo and kind of a stigma people want to avoid. Especially in the service centre context people are afraid that they will be labeled as old or as someone who is not able to take care of themselves anymore. One option could be to establish service centres, not only for the elderly but for all age groups, where everyone could interact with each others. That might help to reduce the stigma of oldness that is strongly related to the elderly service centres currently. On the other hand, some customers say they like spending time with people of their own age:

“It is good that we have this kind of places. You don’t feel like ‘oh I’m so old’ when you go there.” – Long-term Customer

They enjoy coming to the service centre as being around younger people can easily make them feel like outsiders – they enjoy the feeling of belonging somewhere.

One of the biggest findings of the study was that what elderly seek from the service centres are first and foremost social contacts. All kinds of activities are organised in the centres but the real motivation to attend them is to meet other people. Even the hang arounds, who often do not interact with other service centre customers, come there to feel socially connected:

“Well, the thing is that there are other people around here. That even though you wouldn’t talk with them, you are not alone in a similar way as you are alone at home inside the four walls.” – Hang Around

In addition, the biggest reason for not coming to the service centre differed from my initial assumption. Based on the background research, I had assumed the biggest problem would be lack of information. The customers’ common opinion anyhow was that information about the service centre activities does exist and one just needs to want to find it. It became clear during the interviews that the real reason behind not coming to the service centre was the lack of friends with whom to visit it. So not only do elderly hear from the service centre most often from their friends, but they also make the first visit with them. It is a natural instinct to seek for support when facing new situations and places. It is also easier to get into the social circles if you go with someone who knows them already. The challenge that comes by age is the decreasing amount of friends. Friendships take long time to evolve and eventually we start to lose friends faster than we can make new ones. Life becomes inevitably more lonely. That is why the elderly service centres’ work is extremely valuable. As one interviewee put it:

“WHEN YOU BECOME OLD, YOUR
LIFE IS ALREADY LONELY. AND IF
YOU DON’T HAVE A PLACE TO GO
TO, IT’S INDEED QUITE DREARY.”
– LONG-TERM CUSTOMER



ENVIRONMENTAL
DESIGN

05

DEVELOPING SERVICES: A ROADMAP

This part presents the service development roadmap I designed for the service centre based on my field research and literature review. The roadmap provides a loose structure for human-centred service development that is intended to be further specified to fit the service centre's own ways of working and developing services. The chapter gives a brief introduction to the roadmap term and enlightens the design process. The different steps of the process are discussed in more detail throughout the phases of the roadmap. Finally, some concluding notes are presented to emphasise the iterative and ever transforming nature of design processes and the roadmaps that may guide them.

5.1

WHAT IS A ROADMAP?

According to Schwarz et al. (2010) the term roadmap has become a popular synonym for a strategy or a project plan. A roadmap is a document representing a goal and paths that lead from the current state to the target. Roadmaps are used as decision aids in project management to improve coordination of activities and resources. They support planning in complex and uncertain environments but can also be used in small-scale projects. A roadmap gives an outline to a project by roughly dividing it to different steps over a certain period of time. The major benefits of a roadmap are that it helps to develop consensus among decision makers, it provides them a shared goal and it enables cross-organisational collaboration. Quite similar to a customer journey map but in a broader context and with different purpose. A roadmap creates a framework that helps to plan and coordinate development at any level of an organisation. (Schwarz et al, 2010).

A roadmap is presented in this thesis to provide the starting steps of human-centred service development for the case elderly service centre. It describes how design and its methods can be used in different phases of the development process to make it more human-centric and collaborative. The roadmap is an adaptation of the commonly used service design processes, yet it's specifically modified to the public elderly care context. With the roadmap service design and the human-centred ways of working can be introduced to the service centre's organisational culture, eventually becoming an inseparable part of it.

5.2

DESIGN PROCESSES

It is difficult to define a standardised process for design. Stickdorn (2010b) emphasises that the process depends on the context of the service that is being developed and therefore varies from project to project. Thus the first objective to be designed in a service development project is in fact the design process itself. Designing products isn't a linear process either, but replacing the physical object with an intangible system of touchpoints and interactions makes the task more demanding. Nevertheless, one can find an outlining structure that characterises most of the service design projects.

Mager (2009) lists four phases of a service design process: discovery, creation, reality check, and implementation. Moritz (2005) on the other hand defines six categories that need to be taken into consideration at different stages of the process: understanding, thinking, generating, filtering, explaining and realising. Similarly to Mager, The British Design Council has provided a framework dividing the design process into four distinctive phases that are discover, define, develop, and deliver. This framework is often referred to as the Double Diamond model (Fig. 30).

Also Stickdorn (2010b) has made his own distinction between the different stages of a service design process. His framework includes the 1) exploration, 2) creation, 3) reflection, and 4) implementation steps (Fig. 29). Exploration can be juxtaposed with the discovery and understanding phases. Its purpose is to create an understanding of the project context, the needs and expectations of the customers as well as the constraints of the organisation. As an outcome of the first phase, the

problem itself is defined. The second step is creation, which includes ideation on possible solutions and concept development that takes the chosen ideas further. The next phase after that is reflection or reality check as Mager (2009) calls it. During this stage the designed concepts are put into test. They are prototyped preferably in the real context of the service or in circumstances as close to the reality as possible. The final stage according to Stickdorn (2010b), is the implementation phase. Implementing, realising, and delivering all point to the launch of a new service concept. As mentioned in the literature review, the introduction of a new service model demands a process of change. Stickdorn (2010b) emphasises the importance of properly managing that change process. During the launch state the employees become essential actors as they implement the new service concept. Therefore it is crucial to engage them to the process from the very beginning to motivate them and get their support to the concept. Various different tools originating from various different disciplines can be used on each state of the process. Only creativity is the limit for adapting or creating new service design methods. (Stickdorn, 2010b).

Although there are almost as many process descriptions in the field as there are actors, they all share the same mindset (Stickdorn, 2010b). The process structure in its essence is always iterative. The project can cover only parts of it or go through the whole process multiple times. At every stage it might be necessary to take a step back and return to the previous phase or even start again from the very beginning. The design process requires an open mind and ability to reassess one's own decisions and assumptions. The constructive reflection on success and mistake. Stickdorn (2010b) reminds that it is necessary to balance between designing in detail and seeing the holistic picture. While focusing on a specific touchpoint it is also important to remember what

is the context it is going to be at, where it sits in the whole customer journey. There is rarely ideal answers to problems and the solutions need to be balanced between the customer needs and the realistic resources of the client organisation. Service design processes are not short projects to launch and they continue evolving even after their initiation (Moritz, 2005). Moritz (2005) points out that the process is not only used to innovate new services but the same steps can be taken to improve existing ones too.

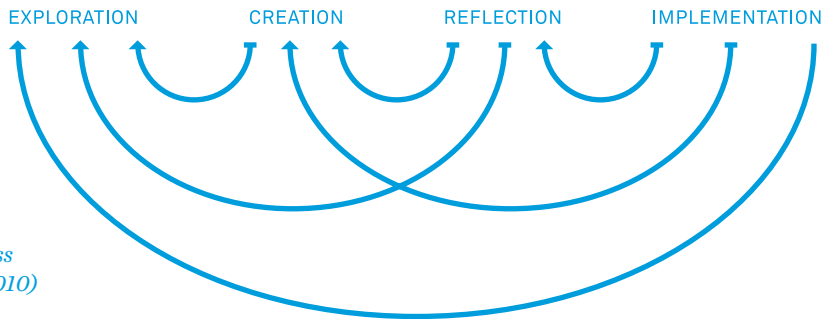


Fig. 29
*Iterative
Design Process
(Stickdorn, 2010)*

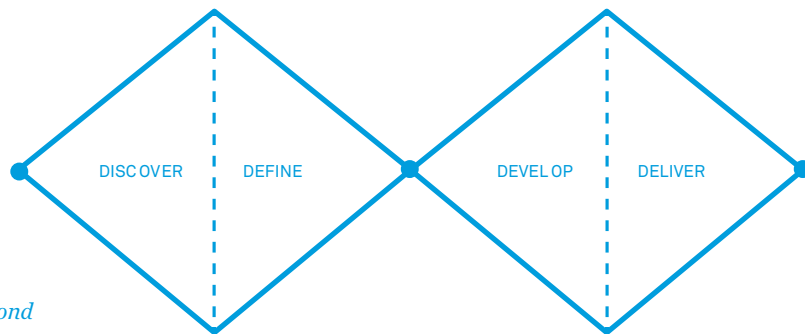


Fig. 30
*Double Diamond
Model (Design
Council)*

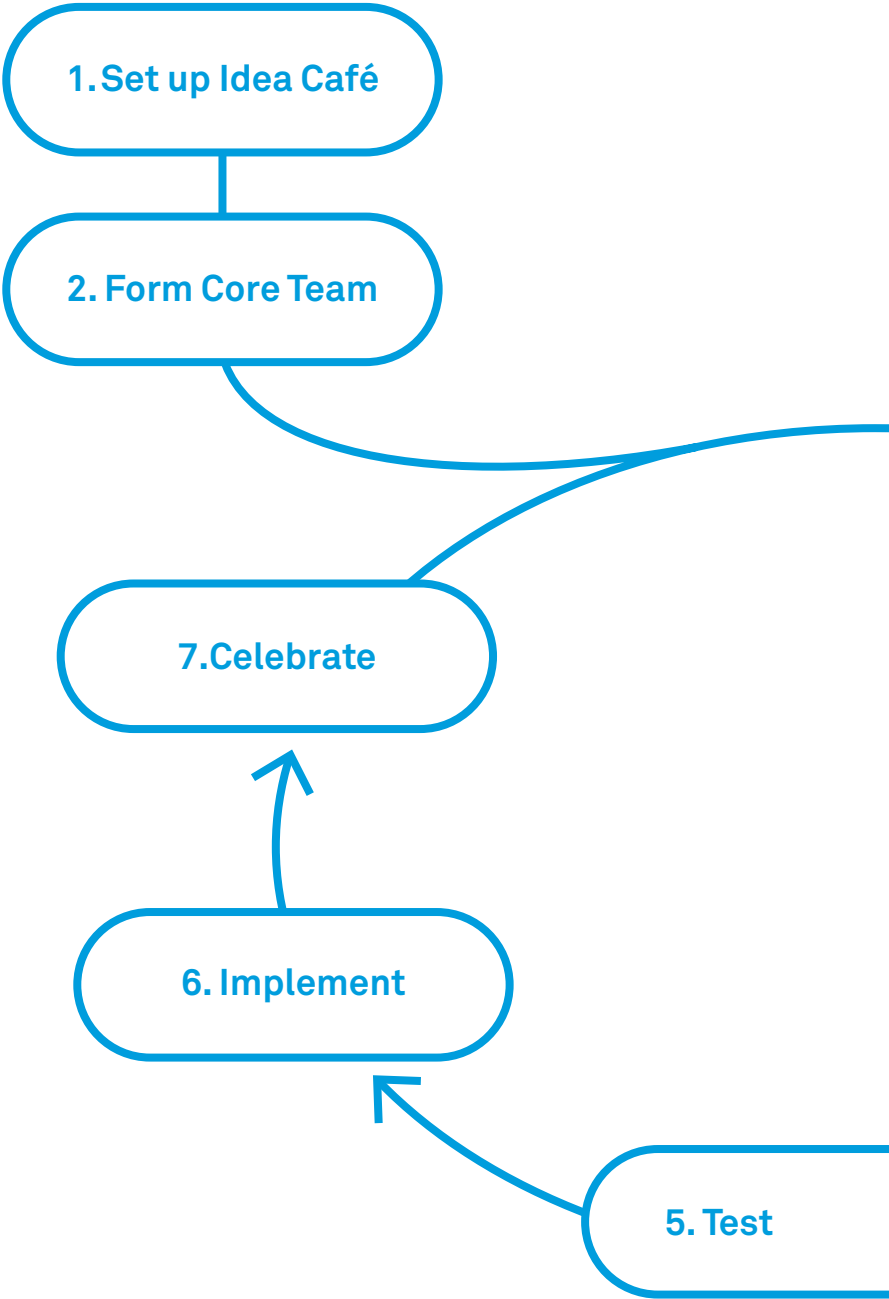
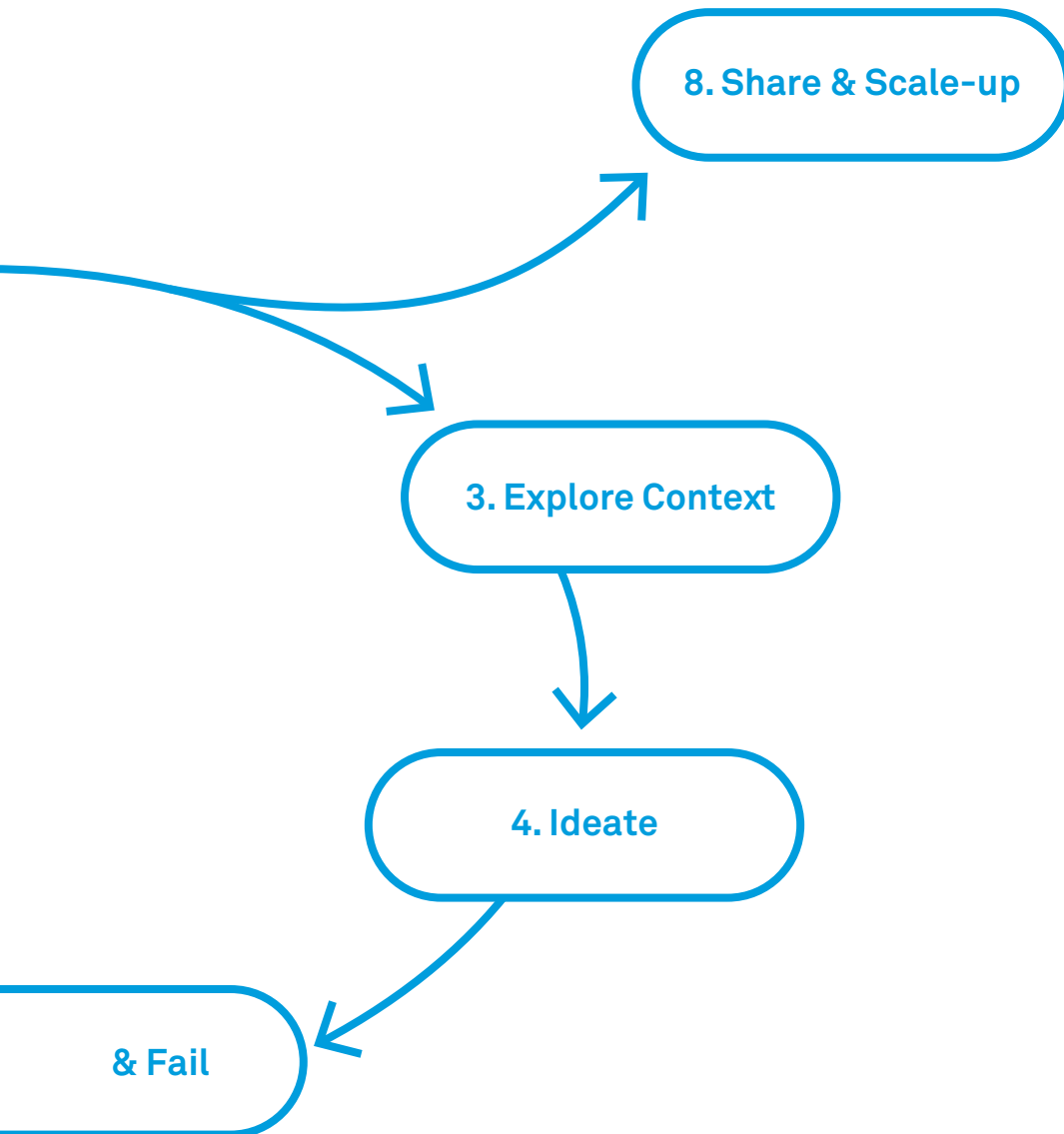


Fig. 31 Human-centred Service Development Process for the Service Centre



5.3

THE SERVICE CENTRE DEVELOPMENT ROADMAP

This roadmap focuses on introducing human-centred design to a City of Helsinki elderly service centre by creating a culture of open, collaborative and iterative experimentation. When development is done in a human-centred way services are more likely to fit the right needs of the customers as well as the operating models of the organisation, resulting in cost savings and more satisfied customers. Using design methods to facilitate collaboration and encourage small scale experimentations will eventually incorporate the approaches to the organisation's culture on a deeper level. The roadmap presented here is, however, just a proposal based on the research done during this thesis project. It can be, and is recommended to be, altered to best fit the service centre's needs and capabilities. It is natural that the process adapts along with the development activities in the service centre. When in-house capabilities and knowledge cumulate, new methods and ways of doing development will emerge. So by no means is the service development process depicted here meant to be a definite one. The process consists of eight steps that are: 1) set up Idea Café, 2) form core team, 3) explore context and identify problems, 4) ideate, 5) test and fail, 6) implement, 7) celebrate successes, and 8) share and scale-up. Each of the steps are discussed in more detail in the following part.

1. Set up Idea Café

The service centre wants to engage customers more to its service development processes to better understand their needs. Lin et al. (2011) mention physical space as an important factor in manifesting the development project and its process. A natural implication of those two requirements is to set up facilities for collaboration in the service centre.

The concept of the Idea Café (in Finnish Idea Kahvila) is coherent with the research: a space accessible for everyone, where people can collaborate on the development project and evidence the process on nearby walls. The aim of the Idea Café is to make service development in the service centre visible and open for all the stakeholders, emphasising transparency and collaboration as the starting points of development. Instead of taking the people to the project, the project should be brought to them. A natural place for organising such activities would be a place where the customers already spend their time in the service centre. The observation at site revealed that the centre's cafeterias are in diligent use. They serve as meeting points, places where people chat with each other or just spend some time. Therefore it would be natural to locate the project "headquarters" in one of the cafeterias, hence the name of the concept.

It is the responsibility of the management to ensure the appropriate space for the development activities. According to Lin et al. (2011) a physical location with simple and visual materials on the walls makes the project much more concrete and approachable. For instance having a poster of the project process makes it more tangible and understandable while enhancing transparency. The ideas can be presented on the wall as well and people could spontaneously leave comments and notes on them. The space serves as a forum for

group sharing but also shows the participants how important and appreciated their efforts are. This gives them a sense of pride and increases motivation as well as willingness to participate. Engaging not only the customers but also employees, volunteers, management and association representatives, essentially any person who is interested, turns the process into a human-centred one.

2. Form Core Team

Even though the purpose of the development process is to be as open and flexible as possible, it still needs to keep direction. The starting point for human-centred service development in the service centre is to form a cross-disciplinary core team. The centre is a unique context in the sense that it already has many of the relevant stakeholders under the same roof. The core team should include representatives from each of those groups: customers, volunteers, employees and associations. This will create a culture of collaboration to the centre and give each of the parties the feeling their experiences and opinions are appreciated. The team is in charge of organising and leading the development projects. They will initiate the projects and see through their execution. Therefore it is important to have representatives from each of the groups to ensure feasible service implementation. The management level can join the team whenever there is an important decision moment.

Hyvärinen et al. (2015) pointed out that one of the challenges in cross-organisational collaboration is that people do not have enough time to participate in these kind of projects. The benefit of working with the elderly is that in most parts their timetables are rather flexible. Nevertheless, also the service centre needs to allocate enough resources to the development. Discussions with the

associations should be organised to find times that would enable also their participation. Another challenge was related to the participants of the projects. Sometimes people get appointed to projects they are necessarily not so interested in which considerably decreases their motivation (Hyvärinen et al, 2015). An important part would be to form the core team of individuals who are motivated and want to join the development deliberately.

The core team could have one to two representative from each stakeholder group depending on the resources and functionality of the team. The members could for instance be elected from people who have expressed their interest for participating in the development. New representatives can be chosen time- or stage-based according to the projects. The team gets together on chosen dates in the Idea Café. Meetings are advertised on the wall, enabling anyone to join the process at any stage and whenever it would suit them.

At the beginning of a project the team should set its scope and objectives as well as to define the available resources. The objectives include an initial problem statement which can come from any of the stakeholder groups and their insights. A timeline of the project steps can be made to ease planning and management. These preliminary guidelines can and should change over the course of the project.

3. Explore Context

According to Stickdorn (2010b) the first step of a design process is to explore the context. The idea is to re-evaluate the initial problem statement by exploring the actual environment in the service centre: the customer's needs and expectations, the resources and existing operating models of the organisation, the role of the associations, and all the touchpoints and interactions along the service journey. Many times

the supposed problem is only a consequence of a wider challenge or the actual problem turns out to be different. In this case the challenges that were identified in the customer service journey could also be used as the initial problem statements.

It was found in the research that development projects often face change resistance. People might consider they already think from the customer's point of view that they already are human-centric and there is no need to change the practices. Furthermore if the purpose of the change is not clear for everyone it usually leads to even more resistance. Lin et al. (2011) highlight that it is essential for all the participants to get a first-hand experience on how the service works and what kind of problem points it has. For people working in the service centre the daily life might be so hectic that they do not have time to think about these issues. Observing the service situations as outsiders helps the participants to reflect on them. That in turn makes it easier to understand the need for change. (Lin et al, 2011).

There are numerous different tools for conducting field research. Few of the examples are observation, shadowing, service safaris, contextual interviewing, and probing. After the exploration is done, it is important to communicate the individual findings with the whole team. At this stage the core team and other willing participants get back together to the Idea Café to discuss the findings. According to Lin et al. (2011) this is the first level of discussion, conversations of relatedness and purpose.

Visual methods, such as personas, customer journey maps or stakeholder maps, could be used to communicate the findings but a more natural way to work with the elderly is to have discussions. As mentioned, they might have physical deficiencies like stiff hands or bad eyesight and usually want to hide it. This might lead to ostensible

unwillingness to participate even though the reasons in the background are something else. The purpose of the conversations is to put all the participants to an equal level (Lin et al, 2011). As everyone is allowed to share their experiences and findings from the exploration it creates a sense of belongingness. Instead of someone external telling the stories for them, the participants can reflect on each other's stories. This decreases also change resistance as the need for change is discussed on a peer-to-peer level.

The aim of the first level conversation is to form a coherent view amongst the group about what are the issues they want to develop further. Facilitators have a crucial role in steering the conversations. They need to make sure everyone has an equal opportunity to share their stories, the conversation stays goal-oriented and that decisions are finally made. The management level can also be engaged in the decision making moment.

4. Ideate

After the conversation of relatedness and purpose follows the conversation of possibilities and opportunities. This means the creative part of the process is starting. The ideation phase can be delightful at times as it is the stage when a lot of people collaborate together. The aim is to engage as many people as possible to it (Lin et al. 2011).

An ideation workshop should be organised at the Idea Café which all the stakeholder groups are invited to join. Even though it would be desirable to have as many people as possible participating the ideation session, the workshop can vary in size and length depending on the resources available. There are quite commonly accepted rules for creative ideation, called the brainstorming rules (see e.g. Stickdorn and Schneider, 2010; www.designkit.org). The content of the rules

might vary depending on the source, but they all ultimately bear the same message. First of all it is important not to be critical at this stage of the process as there are no good or bad ideas. Besides that the focus is on quantity of the ideas, not quality. The facilitators however need to ensure that the goals of the exercise are not forgotten and the discussion stays focused. The participants should also be encouraged to build on each other's ideas. Collaboratively creating solutions is an ideal way to improve people's engagement with the project and to create a feeling of ownership (Lin et al. 2011). This will affect how the final service will be received among the customers and employed in the organisation. Co-ideation being essentially one of the key points in the development of a successful service.

There are again countless methods to do ideation but they should be selected with the participants in mind. When collaborating with elderly it is important not to underestimate or downplay them but to provide tasks that are achievable and not discriminating to people with deficiencies. The research revealed that elderly are not accustomed to be active participants in this kind of activities and might even be surprised to notice someone wants to hear their opinion as well. The service centre staff has been working with the elderly for a long time and they most probably have already formed a good image of what kind of approaches and methods work better and which ones don't.

At the end of this stage it is also important to reflect on the existing practices of the service centre. For instance, how the volunteer work is organised, what kind of collaboration exists with the associations, are the customers being heard and how could these things be improved? As Junginger (2015) mentioned, every organisation has their own ways of doing things and there are also reasons they are done in a certain way. Sometimes, however, they have been done in a similar way for such a

long time that the initial reasons for doing so might have changed. Therefore it is advisable to reflect on those practices with continuity – the conversations of possibilities and opportunities are one way to do that.

5. Test and Fail

As mentioned, a service design process is an iterative one. It jumps back and forth in the process, the most iteration usually happening between the creation stage and testing. Building a prototype of a physical product and getting the customer's feedback on it is rather easy. A service, on the other hand, cannot simply be put on a table to ask people what do they think about it. The intangible nature of services makes them difficult to evaluate and demands specific tools for prototyping. (Stickdorn and Schneider, 2010).

Perhaps for that reason failing is essential when developing innovative services. In the design thinking ideology making mistakes is actually a desirable part of the process (Stickdorn and Schneider, 2010). Lin et al. (2011) emphasise that it is important to create an atmosphere where failing is accepted. As noted in my research, employees can often feel reluctant to try out new ideas as it might require extra effort from them and contains a risk of failure. What Lin et al. (2011) suggest is to: “create an environment where people feel like they have nothing to lose by trying something new.” The commonly used mantra ‘fail fast, learn fast’ refers to the fact that making a mistake at this point of the process is much cheaper than repairing a ready planned service after its launch. The important part is to learn from the mistakes that are preferably made as early on in the process as possible.

Sometimes ideas can be taken to the testing phase as such but sometimes they need to be adapted beforehand. A concept is a more

refined idea but not a ready made plan for a whole service. A concept starts to take into consideration the needed service touchpoints, what the idea would require from the staff, what kind of changes should be done to the existing operating models and what kind of investments would it demand (Moritz, 2005). Service concepts can be based on a single idea or combined from multiple ones. The amount of ideas or concepts getting tested depends on the scale of the project and the amount of people doing the testing.

Scenarios, storyboards, videos and photos are some of the tools used for communicating service concepts (Stickdorn and Schneider, 2010). However, at this stage it is important to experience the concept on an emotional level and through the actual interactions that are supposed to take place during the service journey. According to Lin et al. (2011) it is important that the participants of the development project get to test the ideas or concepts by themselves. Getting first-hand experience of the benefits the new solutions can offer affects significantly the adoption rate of the new service both among the staff and the customers when it is launched. While testing people can also think about the ideas from their own point of view and customise the solutions to better fit their daily activities. This increases the feeling of ownership and also ensures the new solutions actually fit the service centre's practices and values. (Lin et al, 2011).

The service centre is an ideal context for small-scale prototyping of services. Its operations are not regulated by law, so experimentation can be done quite freely. Therefore the concepts can often be easily and quickly tested in a real environment which is advantageous. If that is not possible, service design also offers aplenty theatrical methods such as role playing and staging to make experiencing the interactions possible (Stickdorn and Schneider, 2010). These methods help the customers

and other stakeholders to gain a mental vision of the future service and makes their evaluation easier. They do not only increase stakeholder engagement but are also a low cost way to test the ideas and make fast changes. So most importantly, the concepts need to be revised based on the feedback, further developed and then tested again to achieve sustainable and effective services. These are the conversations of action (Lin et al, 2011).

6. Implement

When the details of the service concept are more or less defined and the testing has produced good feedback, the service can be implemented to the daily practices of the service centre. If the employees were engaged to the exploration, ideation and prototyping phases of the process or at least in one of them, they are more likely to understand and therefore adopt the new operating models fluently.

Introducing new services will always require changes in the fostering organisation (Junginger & Sangiorgi, 2009). Thus, realisation of them may still require training and guidelines for implementation. Service blueprints are one tool to manage the services both on a holistic level but also in detail, facilitating the planning and implementation of change. Moritz (2005) points out that for the change to happen, also the management level need to believe in the concept. Frictions are unavoidable but the organisation should put effort in solving them as soon as they emerge. Although the service is now launched and the most pressing challenges of its implementation solved, the concept doesn't stop evolving. The new service model needs to be reviewed time after time to ensure it is working sufficiently. That feedback is then used to develop the service further. This iterative way of working is in the essence service design and its human-centred approach.

7. Celebrate

The human-centred approach embraces failure but it also encourages to celebrate successes. In their research Lin et al. noticed that:

“celebrating the accomplishments was critical to helping the staff maintain new behaviours.” (Lin et al, 2011, p. 83)

In this context celebration is used as a way to pay regard to the hard work the staff has done in incorporating new processes and behaviors into their practice. Celebration can also be used as a way to thank all the participants of the development process. A good example of it are the thank you events the service centre already organises for its volunteers. It became clear during the research that it makes the volunteers feel very proud of the work they do. They were also very proud to be part of the volunteer community. However, paying respect doesn't always require grand ceremonies. Building anticipation for the launch day and making that day a bit more special for instance by serving cake or doing something else as simple, will already make the difference. As stated before, feeling appreciated makes people more motivated and willing to develop the services together also in the future. One simple way to keep the tradition going on would be to put a sign on the Idea Café's wall whenever there is a new idea that has been implemented in the daily practices, creating sort of a “hall-of-fame” of the service centre. Manifesting the success in a tangible way makes its effects more long-lasting but also turns the service development activities more transparent. Ideally all the stakeholders would eventually form a community of service development in which everyone are treated as equal peers.

8. Share and Scale-up

The public sector has been looking for new ways to tackle the complex challenges it is facing. In some places the approaches from service design and human-centred design are already being tested but their systematic utilisation is still lacking. These new models developed by small actors in the public organisation's network need to be scaled-up and shared with others. The service centres and other actors from the Hospital, Rehabilitation and Care Services division already share their best practices with each other's in the Day of Good Practices. Nevertheless, the information exchange and communication with other actors should still be made more flexible. Especially between the division's service areas where differentiation of services is already observable. As mentioned earlier, the city's own network is the biggest, cheapest and most effective way to affect how services are provided across the field. Doing open service development is not about being transparent only within one service centre but between all of them.

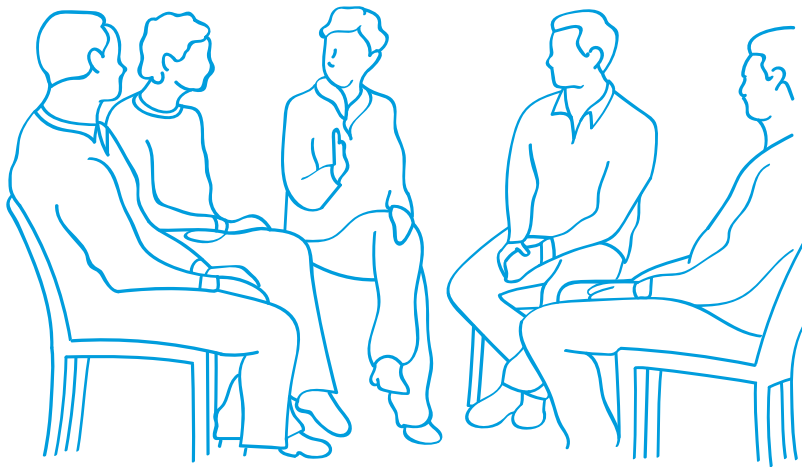
There needs to be a channel for transferring the good practices to the knowledge of the deciding organs, eventually affecting the general policies. The policies in their turn enable new experiments to take place and innovations to happen, resulting in better services for the customers across-the-board.

5.4

CONTINUOUS RE-EVALUATION

This roadmap is not yet a ready made plan for proceeding. It is important to remember that it is based on the understanding I developed during the research I did in one of the city's elderly service centres. The service centre personnel are the professionals in this matter and know their operating environment the best. The roadmap provides an example of human-centred service development process and tools to support it. Nevertheless, it has to be fitted to the needs of the service centre and suit their ways of working and doing service development.

As services are never completed, neither are the processes guiding the design of them. The roadmap needs to be regularly reviewed as the design competence and knowledge cumulate in the service centre. It also varies depending on the project, sometimes some stages get replaced by others, sometimes something is added on top and sometimes some steps can be skipped all along. Nevertheless, this roadmap provides an outline structure that can be more or less followed in any service design project. The tools are only exemplary and it is highly recommendable to develop one's own to better fit the context and the people the services are developed with. Only sky is the limit for the creativity that can be used for inventing new methods and tools to support service design – as long as the human's voice is not lost in translation.





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06 DISCUSSION

This chapter summarises the findings from the field research and literature review. It brings forth some of the characteristics of the elderly and gives suggestions on how to design with them. In addition, the chapter briefly discusses the challenges of designing in the public sector and proposes measures that could be taken to facilitate it. It is emphasised that the suggestions are merely directional and that the field research conducted in this thesis project focused primarily on the process of becoming customer to the service centre and their own service development and design activities. Nevertheless, the discussion part ends by proposing a possible framework for managing and cultivating service development projects in the service centre and its enclosing department. What is emphasised is that the voice of the customer should not be forgotten but also the needs of the organisation has to be taken into consideration to truly operate and design in a human-centred way.

6.1

DESIGNING WITH THE ELDERLY

It was concluded that ageing brings back the social power quarrels between people. It is a common situation in a group setting that the most authoritarian person makes a choice and others want to or need to agree with that. Therefore it is extremely important that when designing with the elderly, there is an instructor facilitating the interaction.

Another observation was related to the revival of childhood experiences. Memories stemming from the past make some people downplay themselves even decades after. Elderly are used to be the passive receivers of services, they are not familiar with actively participating in their development. They underrate their own experiences wondering how could anyone be interested in what they say, do or know. It is the responsibility of the service centre to support their customers in becoming more active participants. Communicating the principles of human-centred design also to the elderly will clarify the importance of their experiences. The customers need to know their opinions are respected as they are essential for the success of any service development project.

Undermining one's own skills and importance does not always stem from the past. As years pass by, it is not uncommon that also the relatives and other people around an elderly start to underestimate his or her abilities. Especially elderly suffering from memory disorders get often disregarded or overruled by their spouses and family members (Virkola, 2014). They are not heard as themselves anymore. Bringing back the voice of an elderly, listening to their own thoughts and ideas

regardless of any disorders, can have an immensely empowering effect to the person's life. Therefore the service design process in itself already has potential to improve the customers' lives due to its collaborative and human-centred nature in which the customer's experiences are highly valued.

An interesting finding of the study was that elderly have the tendency to hide their deficiencies. That is because deficiencies such as bad memory or rigidity of limbs are considered to be signs of oldness. Showing those signs may change the way others react to them as persons. Thus, elderly often come up with other excuses why they cannot join or do something. One interviewee mentioned that she does not like going to the service centre's canteen because she does not like eating. That she tells everyone she just eats very rarely. Later on in the interview she, however, revealed that she has bad eyesight. And because of that, it is hard to move in the center's canteen or pick up food from the counter. Hence, there are often other factors affecting in the background that are being camouflaged to the form of not liking or not being interested in doing something. When doing design activities with elderly, these issues need to be taken carefully into account. Already the choice of method can have a big impact on how willing the elderly are to participate. In my case study I used the service step cards to map the customer service journey with the customers. Even though the cards were made big to ease the handling, for a person with stiff hands it would have been hard to pick them up and move them on the table. That already must have affected how eager the interviewees were to arrange the cards by themselves.

One of the challenges in working with the elderly is the resistance for change. Some are totally fine when facing changes, but some feel very uncomfortable with them. The fear of change is not only a matter of taste

but a real problem caused by the weakened skill to mentally structure the world around oneself. Especially people with memory disorders need to have as stable life and surroundings as possible to support their ability to memorise things (Virkola, 2014). One interviewee described the renovation done in the service centre few years ago:

“Changes always surprise me a bit. -- But you start to settle in again when you come here more often. Eventually you’ll get used to anything.” – Memory Customer

When the age increases, changes are better to be introduced slowly. Incorporating customers to the development process will help them understand already in advance what is about to come. Engaging them to the ideation and evaluation of concepts will give them the sense of ownership which decreases the resistance for change.

Sometimes it is hard for the elderly to stay on the topic and their stories may jump to whole other things. Usually this is because they are so excited to have someone listening and paying attention to their experiences. In the development activities it is important to respect this aspect for instance by reserving more time for the tasks. Of course there is a limit for everything but the facilitator should steer the conversation forward with firm yet respectful manner.

Service design with its human-centred and collaborative methods have the potential to improve the elderly’s lives not only by providing new and better services but also by incorporating these people to the planning and developing phases. Letting them be part of something, giving them the chance to share their thoughts and giving their experiences the value they deserve, will have a significant impact on

their life and wellbeing. Without stepping to the shoes of the customers, we would never understand their way of seeing and experiencing the world. In that way our services would never respond to their right needs and desires.

6.2

DESIGNING IN THE PUBLIC SECTOR

Findings from the field research largely supported the remarks I had brought up in my [second part of literature review](#). The public sector indeed poses some challenges when introducing designerly ways of working to its operational culture. One of the barriers mentioned was the lack of cross-organisational information sharing practices which was partly verified in my research. The service centres and other actors from the Hospital, Rehabilitation and Care Services division do share learnings with each other's in the Day of Good Practices. Besides personal contacts this is, however, the only major occasion when the information is being distributed. Furthermore the knowledge does not disembark to other divisions in the department. In addition, the formation of four separate geographical service areas has led to differentiation in the way these areas manage and develop their services. This siloed and non-collaborative way of working has been proved to hinder innovation efforts.

It was noticed in the field that engaging employees to the service development activities facilitates the deployment of new services.

The change is more fluent when the staff understands the reasons and needs behind the new service. Creating a feeling of ownership decreases change resistance and eases the process. Both literature and practice also emphasised that change processes do not happen on their own but need to be properly managed. The city organisation often has the impression that just by training people new ideas and operating models will find their way to the daily practices. Adequate management and support can better direct organisational change in the superficial level of artefacts and behaviours, but also spark deeper transformations by affecting the fundamental assumptions.

Bureaucratic decision making processes are one the barriers service development projects hit already at the start in the public sector. Applying for funding, research or any other permission is a strict and sometimes very time consuming process. Having to define the details of a plan before the actual project has begun does not support the iterative and adaptive nature of service design. Too tight frames do not give space for the project to evolve and change course during the process. New ways should be investigated to enable these open-ended and lightweight experiments that are an essential part of innovation activities.

Another challenge is the diversity of stakeholders and their motivations for the projects. Even the brief can vary depending on whom you ask. For an external researcher it can be challenging to balance between all the different needs coming from different levels of an organisation. Even in in-house projects the participants may and most often do have their own interests regarding the outcome. It is important not to lose the voice of the customer when deciding the final goal of a project. Yet, the strategic lines and other requirements coming from the organisation's side often define what is possible to accomplish and what is not.

It is commonly acknowledged that the public sector avoids risk taking. The elderly service centres differ from normal actors of the field in the sense that they are not law regulated. Presumably that is because the services they offer are for recreational purposes and not for acute care taking. The lack of regulations makes the service centres fruitful soil for experiments which can in the other parts of the organisation be considered as risks. Innovation activities are already encouraged in the centres but they should be systematically supported from the department's side and shared with others players in the field. Moreover, the city organisation has notable amount of in-house service design competence but it is scattered across the departments and not consistently managed. Thus, the design know-how does not cumulate and the organisation stays dependant on external providers.

6.4 LET THE EXPERIMENTATION BEGIN

The roadmap I presented in [the previous chapter](#) offers an outlining structure for human-centred service development in the elderly service centres. It starts by suggesting the formation of an Idea Café that is a physical space manifesting the open and collaborative development efforts. As mentioned, the roadmap is only a recommendation and the steps of the process should be adapted to the service centre's own ways of working. The most important part, nonetheless, is to engage all the stakeholders to the process and to use service design methods

to collaboratively work on the identified problems. That enables the creation of more sustainable and effective services that respond to the customers needs. Services that get adopted by the staff and bring cost savings to the organisation.

Collaboration and participation needs to be enhanced not only on the service centre level but within the Hospital, Rehabilitation and Care Services division and possibly across the whole department. Besides one's own organisation, the collaboration needs to cover also other actors in the field such as third sector and private sector operators. That does not happen without tearing down the imaginary silo walls, sharing information, and establishing functional collaboration models.

Successful experiments should inform the policy making level driving changes to future regulations and facilitating future experimentation. Yet, also failed experimentations are source of vital information and their effectual factors should be studied as rigorously. One option could be to use the participatory framework presented by Deserti and Rizzo (2014) to establish an intermediate playground between the strategic and operative levels where successful experiments could be further cultivated by testing them for instance in other contexts.

The research made in the scope of this thesis focused on mapping the service development activities and service design know-how in the elderly service centres. In addition to that it studied the process of becoming a customer to the service centre as well as the experiences and characteristics of the elderly. Yet, it do not investigate the collaboration models these kind of innovation activities would require on a larger scale i.e. outside the service centres own walls. The possibilities presented here are merely suggestions giving initial direction for the human-centred service development efforts in the Department of Social Services and Healthcare. It is the city's responsibility to

research, develop and experiment models that could be used to make their service development more collaborative and systematic on a large scale as well as to spread and manage their accumulating service design know-how.

What should be kept in mind is the relevance of the customer's own experience and the realisation that it cannot be assumed what they want or need. Paying regard to the context (where, for whom, and with whom the services are designed) is important when choosing the right methods and tools to be used. Inspiring the elderly and working with them requires specific approaches and mindset. However, developing services in a truly human-centred way requires understanding also of the organisation's own capabilities, resources and ways of functioning. Combining all those aspects provides a fertile ground for service innovations to happen and tools for the public sector to fight the evermore complex challenges the modern world is confronting it with.



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07 CONCLUSIONS AND NEXT STEPS

The last chapter concludes the the thesis by discussing the practical and theoretical contributions of it. It provides reflection on my process validating both the advantages and disadvantages of the study. Furthermore, it opens up the limitations of the thesis and gives direction to further research.

7.1

CONCLUSIONS

This thesis documents an empirical case study conducted in one the City of Helsinki elderly service centres. The purpose of the case project was to map the process of becoming a customer to the service centres and to study the experiences the elderly had along the journey. The aim was to focus especially on customer groups with special needs such as elderly suffering from memory disorders. The theoretical objective of the thesis was to clarify how design and its methods can support human-centred service development in the City of Helsinki elderly service centres. The thesis also aimed to understand how they could support the adoption of the human-centred approach to the organisational culture.

The literature review consisted of two parts, the first one explaining the concept of service design and clarifying how the term human-centred design is used in the context of this thesis. The second part focused on designing in the public sector bringing forth some of its challenges as well as its enablers. The topic of organisational change was covered in few of the subchapters presenting approaches for initiating and managing transformation. The purpose of the literature review was to increase the knowledge and understanding of service design and its potential within the service centre.

In addition, field research was conducted to study the process of becoming a customer to the service centres and to better understand the service development context. The findings shed light on the development activities and service design know-how both on the service centre and division level within the City of Helsinki organisation.

Insights were gained to the lives of the elderly and their experiences regarding the service centre activities. Based on the findings from both literature and practice, a service development roadmap was created for the elderly service centre. The roadmap provides a loose framework for carrying out human-centred service development in the elderly care context. It is supposed to be further modified to the specific needs of the employing service centre.

The roadmap and the discussion chapter following it conclude the answer to the main research question “How can service design and its methods support human-centred service development in the public elderly service centres?”. By introducing open, collaborative working methods and placing the customer’s needs and experiences to the centre of the development process, service design can bring new mindset of service development to the elderly service centres. Emphasising the role of not only the customers but also other stakeholders along the development process and using different tools to both study them and openly design with them, will turn the process into a human-centred one. Respecting the needs of the customers but also understanding the requirements of the organisation are in the essence of human-centred design giving the promise of more desirable, sustainable and effective services.

Organisational change and design’s supporting role in it was the secondary objective of this research. The case study did not specifically focus on this topic and therefore the suggested actions to initiate and manage change in the roadmap chapter are merely directional. It is, however, important to acknowledge that introducing design and its methods to an organisation requires changes in its culture. Therefore it was relevant to touch the topic and highlight the need of change

management in regard to that. It is important to notice that different design actions can affect the organisational culture on different levels and that the fundamental assumptions, which are the often unconscious beliefs and habits, change only in the course of time. It was noted though that using the transparent and collaborative methods of service design the change can be facilitated and the resistance to it decreased.

7.2 REFLECTION

This past half a year has been an interesting and rewarding journey to the world of public services. The thesis project has taught me a great deal not only about the operational context of the elderly service centres but also about myself as a designer. A whole new world opened up to me when I stepped into the shoes of the elderly and learned about their experiences. It is always good to remind oneself that we should not be too hasty to jump into conclusions based only on our own assumptions. It has been a great opportunity to work with the public sector and especially in the context of social services and health care. There are hardly more rewarding things to a designer than to know your work really has an impact on the lives of the people you are designing for. The service centres are an important link in the wellbeing of the elderly and if this thesis project was able to provide direction for them to develop and deliver even more human-centric services, the effects can be far-reaching.

The project was short in the sense that I was able to include only the exploration part of a design process to it. It would have been very

interesting to continue the work from the insights I gathered and conduct a whole service development project in the service centre. That would have provided me more information about how to actually design with the elderly and enabled me to engage the staff more to the process to increase their service design know-how. Now I conducted the customer research fully by myself which, despite the constant communication with the responsible instructor of the service centre, makes it harder for the employees to digest and accept. Even though it might have affected the results to some extent, it would have been beneficial to have the responsible instructor join at least one of the interview session to demonstrate the card method I used. That kind of engagement is important when introducing new ways of doing to an organisation. Due to busy schedules and me not being explicit enough, we ended up not organising a joint interviewing session. Conducting a service development process according to the steps of the roadmap would have provided me also the possibility to reflect on it and adapt it to better fit the specific context of this service centre.

The client's attitude towards any development project has always a strong influence on its success. In this case the collaborating service centre and my contact personnel there were very open and interested in the project from the very beginning. It was a delight to work with people who are devoted to their cause and always looking for ways to improve. Without the responsible instructor and her passion this project would have been much harder to accomplish. She was extremely helpful throughout the process and shared my enthusiasm towards the research and its findings. These kind of factors play a significant role in the outcome of the project. In addition, the more the personnel are engaged in the process and feel ownership over it, the easier it is then for them to take it further.

Although there are always challenges in introducing new ways of doing to an organisation, knowing the drive my contact persons have towards their work, I have no doubt they would not continue pursuing this goal. The collaborative methods of service design have already been used at the service centre to a certain degree, thus it is practical to continue building on that. Conducting the service experiments and sharing the information forward requires support not only from the service centre management but also from the higher levels of the city organisation.

It has been a long journey requiring persistence and trust in oneself, but I am pleased with the results of the process. It generated insights that I could not have anticipated in the beginning of the project and according to the clients put on black and white a lot of latent knowledge that existed within the service centres but was never explicitly recorded or discussed about. I am confident there is a real need in the public sector for this open, bottom-up and iterative approach of doing service development, and now is the time to pursue it.

7.3 LIMITATIONS

The research was conducted in only one of the City of Helsinki elderly service centres so generalising its results should be done with caution. In addition, the case service centre represents a regular service centre, hence the findings might not be applicable to the comprehensive ones that have both daytime visitors and inhabitants. Assumingly the characteristics of the elderly are more or less similar in both type of

service centres. Nevertheless, the experience of living in an elderly service centre was not covered in the study nor the effect the inhabitants may have on the daytime customers.

The research included six customer or volunteer interviews and two employee interviews besides observation at the case service centre. Although the information amount felt vast after the deep reaching qualitative interviews, the sample size was still rather small. Having one or two representatives from each customer group does not necessarily form a coherent picture of them yet. The challenge was that there were just enough intake to create diversity but not enough to make generalisations. This can be seen well in the customer journey maps that were eventually reduced to only two different journeys. If the interview sample was wider, some divergence might have emerged. I am quite confident though that the most essential points come through already from this sample size and that conducting more interviews would not necessarily have brought new groundbreaking insights to the picture.

One limitation regarding the wider topic of this thesis is the lack of research focus on the organisation itself. Most of the interviews were conducted with the elderly to map their process of becoming a customer to the service centre. Introducing a new mindset of doing service development to an organisation would, however, require much more familiarisation with its current operating models and culture. If the brief did not include the case study on the customers' processes, I would have emphasised the organisational part by interviewing and engaging more the employees and association representatives to the research. In that way the current roadmap could have already been better fitted to the organisation's own ways of operating. Another weakness of the roadmap is that it is build only on the knowledge I

gained from the initial background research, me therefore lacking experience of actually designing with the elderly or the associations. When the service centre starts to engage other stakeholders to their development activities as well, more information about that will be gathered and the process and the methods adapted accordingly.

Last but not least, the research did not cover elderly who have never visited any service centres or have never even heard about them and their activities. This was not possible in the scope of this thesis project, yet poses a significant argument against the validity of my findings.

7.4 FUTURE WORK

As mentioned, the elderly who are not current customers of the elderly service centres, have never visited them or have never even heard about them are a significant group of stakeholders that have not been investigated at all in this study. Only after understanding their needs and experiences and the reasons why they have not heard about the centres or participated in their activities, a holistic understanding of the context can be formed. By studying the non-participants a lot of relevant information will be revealed, but the most significant contribution will come when the representatives of this group are also taken along to the service development activities in the service centre.

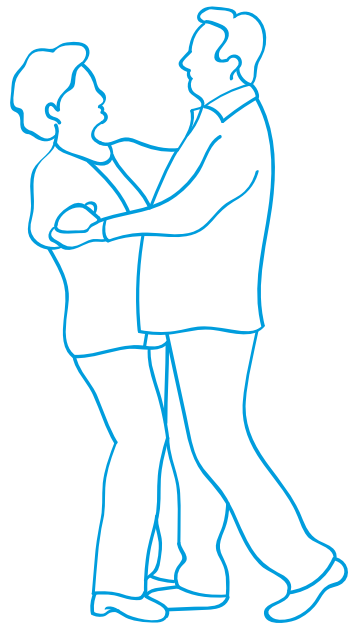
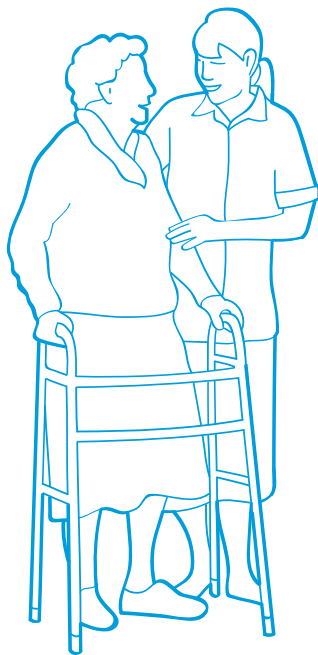
If the customer journey maps need to represent both the regular service centres and comprehensive service centres, the research needs to be extended to the latter one too as the current versions of the customer journeys are not necessarily generalisable. Also the existing

customer profiles could be verified by conducting more interviews in the comprehensive service centres. The home care customers who we could not recruit for this project could be studied along with other emerging customer groups.

The roadmap presented [in the chapter 5.3](#) should be discussed in the service centre and modified to its specific needs and requirements. The centre should consider the possibilities of the Idea Café and the cross-disciplinary development team and initiate their setup. The purpose and motivations behind this new type of service development process ought to be clearly communicated with all the stakeholder groups to ensure everyone understands why it is being employed. Explaining the basics of human-centred design and the benefits that have been proven to be achieved by it will decrease change resistance and inspire people to participate. Having a clear plan for the development, which is open for alterations as the process proceeds, helps the management of the development activities. The process needs to be supported from the very beginning all the way to the end and continuously reviewed and developed even after its completion.

More service design training should be organised in all service centres and the employees should be encouraged to generate their own tools. This will motivate them even more to take part to service development. Service design know-how in the whole city's organisation should be systematically managed and cultivated to cumulate knowledge. In addition, collaboration models should be established between the actors in the division, across the department and with private and third sector. What should be further researched is how the small-scale experiments could be supported and cultivated in the organisation eventually affecting the policy making level. Sharing the information back from the policy level is as important process as well.

Learning about the lives of the elderly and how to design with the elderly must be a lifelong process. In the beginning it is good to remember that nothing will ever be finally ready and that everyone needs to start experimenting from somewhere. This experimentation can be started from the insights and problem points I gathered during my field research or initiated by a whole new challenge. All it requires is to take the first step.



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IMAGE SOURCES

Figures 1 and 2 are from:

Fig. 1 Life at the Service Centres

http://www.sotaorvot.net/Kuvia_tiedostot/2014_02_27_10vkonseritti05b.jpg

Fig. 2 Life at the Service Centres

<http://1.bp.blogspot.com/-k890l9dwoqQ/VPV5vcOu-9I/AAAAAAAAABLg/Gl5F1GtBPLe/s1600/2.jpg>

Other photographs presented in the thesis and visualisations without references to other sources are taken or created by the author.

APPENDICES

Appendix 01: Employee interview questions (in Finnish).

HAASTATTELU // Henkilökunta

Projekti:

Ikääntyneiden palveluiden ihmiskeskeinen kehittäminen
julkisessa organisaatiossa: Palvelumuotoilun ja sen
toimintatapojen hyödyntäminen kehitystyön tukena

//

1. Johdanto

Tutkijan ja projektin esittely. Lupa haastattelun
tallentamiseen ja luottamuksellisuus.

2. Haastateltavan tausta

Toimenkuva

Palvelukeskuksen toiminta?

Kuinka paljon työntekijöitä?

Paljonko vapaaehtoisia?

Vapaaehtoisten rooli palveluntarjonnassa?

Järjestöjen rooli?

Muita sidosryhmiä?

3. Kehitystoiminta

Kuka/ketkä ovat vastuussa, miten organisoitu?

Miten kehitystyö käytännössä tapahtuu?

Kuinka tuttuja ovat palvelumuotoilu ja ihmiskeskeisyys?

Kokemukset palvelumuotoilun käyttämisestä?

Ovatko vapaaehtoiset mukana kehitystoiminnassa?

Kehitystoiminta järjestöjen ja kolmannen sektorin kanssa?

Yhteistyö muiden palvelukeskusten kanssa?

Kokemusten ja oppien jakaminen?

Kehitystoiminta strategisella tasolla?

4. Asiakasprofiilit

Onko olemassa selkeitä asiakasryhmiä?

Erityisryhmät, joihin tutkimuksessa tulisi kiinnittää huomiota?

Miten muistisairaat otetaan huomioon palvelukeskuksen toiminnassa?

5. Asiakkaaksi tulemisen prosessi

Mikä on asiakkaaksi tulemisen prosessi, lyhyesti kuvattuna?

Onko siinä havaittu ongelmia?

Miten asiakastietoa kerätään tällä hetkellä?

6. Lopuksi / Muut kysymykset

Toiveita projektille? Fokus?

Projektin seuraavat vaiheet ja käytännön järjestelyt

Projektin raportointi ja yhteydenpito

Kiitos osallistumisesta

Appendix 02: Customer and volunteer interview questions
(in Finnish).

HAASTATTELU // Vapaaehtoiset ja asiakkaat

Projekti

Ikääntyneiden palveluiden ihmiskeskeinen kehittäminen
julkisessa organisaatiossa – Palvelumuotoilun ja sen
toimintatapojen hyödyntäminen kehitystyön tukena

//

1. Johdanto

Tutkijan ja projektin esittely. Haastattelun tarkoitus. Lupa
haastattelun tallentamiseen ja luottamuksellisuus.

2. Tausta

Miten pitkään käynyt palvelukeskuksessa?

Milloin aloittanut vapaaehtoistyön? (vapaaehtoiset)

Mistä pidät työssäsi eniten? (vapaaehtoiset)

3. Palvelupolun määrittäminen – Korttitehtävä

Tehtävän esittely

Milloin tulitte palvelukeskukseen ensimmäistä kertaa?

Kuinka päädyitte palvelukeskukseen?

Kuinka päädyitte vapaaehtoistoimintaan? (vapaaehtoiset)

Mistä kuulitte siitä / mistä saitte tiedon?

Miten olette osallistuneet toimintaan palvelukeskuksessa?

Kokemukset palvelukeskuksesta/palvelukeskuksista?

Ongelmia?

Tarkentavia ja tukevia kysymyksiä:

Mitä tässä vaiheessa tapahtui?

Mikä tässä ei toiminut?

Mikä toimi parhaiten? Mikä palvelussa on parasta?

Mitä arvostat palvelukeskuksen palveluissa?

Mitä kehitettävää palvelussa olisi?

Mitkä koet olevan palvelukeskuksen vahvuudet? Parhaat asiat?

Oletteko käyneet muissa palvelukeskuksissa?

Onko palvelukeskuksiin helppo mennä ja löytää?

Mikä saa ihmiset lähtemään palvelukeskuksiin?

Miksi jotkut jättävät lähtemättä?

Tiedotettiinko teille tarpeeksi palvelukeskusten

olemassa olosta ja niiden toiminnasta?

Miten olisitte toivoneet palvelukeskuksesta

ja sen toiminnasta tiedotettavan?

Miten olette kokeneet, että teidät on otettu vastaan taloon?

Henkilökunnan puolesta? Muiden asiakkaiden puolesta?

Olisitteko toivoneet jotain muuta?

Oletko suositellut ystävillesi?

Mitä palvelukeskustoiminta on antanut elämääsi?

Jotain lisättävää tai muita ajatuksia?

5. Lopuksi

Tutkimuksen vaiheet ja tuloksien raportointi.

Kiitos osallistumisesta.

Appendix 03: Customer profiles formed based on the research findings.

#CUSTOMER PROFILE 1

New Customer



Age

Recently retired
or 70–85 years

Motivation

Has often visited the service centre in other matters before participating in the activities: picking up brochures, association activities, memory clinic, having lunch. Centre can also be familiar from other activities that are near by. Some attend straight the group activities.

Values

Social relations. Seeks for activities and action from the centre. Potential volunteer worker.

#CUSTOMER PROFILE 2

Long-term Customer



Age

70–85+ years

Motivation

Wants to actively participate in the centre's activities, both the open and the group activities.

Values

Friendships gotten from the centre and its offering of activities. Has often visited the service centre from its very beginning. Values the instructors and their expertise. Often knows them also on a more personal level.

#CUSTOMER PROFILE 3

Hang Around



Age

Recently retired–70 years

Motivation

Often comes to have lunch and read newspapers. Visits the centre when taking care of other responsibilities near by.

Values

Having other people around although typically keeps to themselves at the centre. Likes to observe what others are doing. Doesn't cook much at home so values the inexpensive food at the service centre. Some of the hang arounds would like to take more part to the activities.

#CUSTOMER PROFILE 4

Volunteer Worker



Age

70–85 years

Motivation

Originally comes to the centre as a customer but then gets interested in the voluntary work. Not aware of the volunteering possibility at the centre in advance.

Values

The work community and colleagues. Likes to be with and help other people. Has still the need to be beneficial to the society, doesn't want to stay unoccupied.

#CUSTOMER PROFILE 5

Memory Customer



Age

85+ years

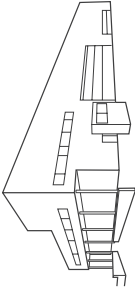
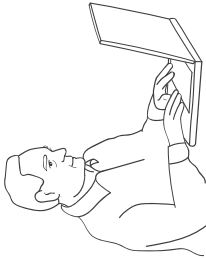
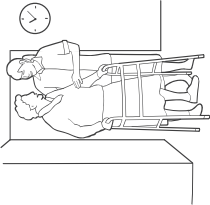




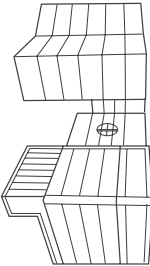
Motivation

Thinks the memory group is beneficial although often doesn't admit to have a memory disorder. May participate also to other activities in the service centre. Meeting other people is a big motivational factor for coming.

Values

Own aged company and the possibility to be heard as themselves. Stability of life is important as even little changes in the environment can shake their mental structures.

Appendix 04: Service Step Cards used in the customer and volunteer interviews.

<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>MUISTIPOLIKLINIKKA</div>	<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>INTERNET</div>
<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>KOTIHOITO SOSIAALI- & LÄHITYÖ</div>	<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>SAIRAANHOITAJA TERVEYDENHOITAJA</div>
<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>YSTÄVÄ TUTTAVA</div>	<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>MUISTIKOORDINAATTORI</div>
<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>OMAINEN</div>	<div><div>PALVELUPOLKUKORTTI</div><div></div></div> <div>MUISTINEUVOLA ALZHEIMER-YHDISTYS</div>

PALVELUPOLKUKORTTI



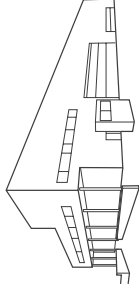
LEHTI-ILMOITUS

PALVELUPOLKUKORTTI



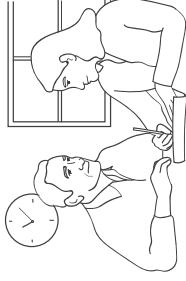
KAHVILLA
SYÖMÄSSÄ

PALVELUPOLKUKORTTI



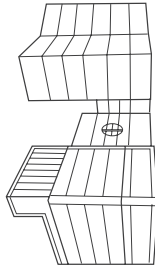
TOINEN PALVELUKESKUS

PALVELUPOLKUKORTTI



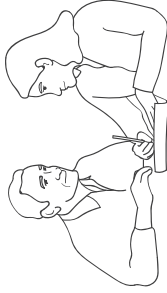
KOTIKÄYNTI

PALVELUPOLKUKORTTI



TUTUSTUMISKÄYNTI

PALVELUPOLKUKORTTI



PALVELUOHJAUS &
-NEUVONTA

PALVELUPOLKUKORTTI



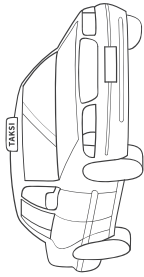
AULAISÄNTÄ/-EMÄNTÄ

PALVELUPOLKUKORTTI



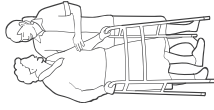
NEUVONTA

PALVELUPOLKUKORTTI



TAKSI

PALVELUPOLKUKORTTI



**OMAISEN/KOTIHOIDON
SAATTAMANA**

PALVELUPOLKUKORTTI



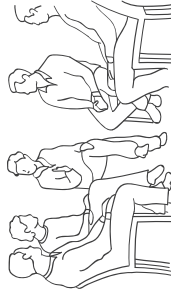
JULKINEN LIIKENNE

PALVELUPOLKUKORTTI



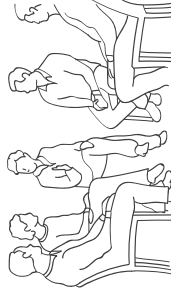
KÄVELLEN

PALVELUPOLKUKORTTI



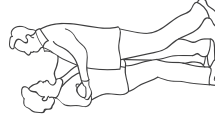
RYHMÄTOIMINTA

PALVELUPOLKUKORTTI



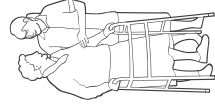
MUISTIRYHMÄ

PALVELUPOLKUKORTTI



AVOIN TOIMINTA

PALVELUPOLKUKORTTI



VAPAAEHTOISTOIMINTA



Aalto University
School of Arts, Design
and Architecture